Adam B. Carmer

Uglješa Stankov[1]

Miroslav D. Vujičić

Marko Bajić

Danijela Ciric Lalic

Dejan Masliković

CO-CREATING SPIRITS TASTING TOURIST EXPERIENCE: A CONCEPTUAL FRAMEWORK

Abstract: Spirits tasting is typically seen as an on-site sensory experience predicated on the tasting of whisky, wine, beer, or other spirits by professionals, aficionados, and general consumers. However, given its increasing significance in shaping tourist experiences, which relies on mutual engagement between providers and consumers, the domain of spirit tasting necessitates a novel conceptualization to adequately capture this evolving role. In this paper, the conventional notion of spirits tasting is conceptualized from a co-creation design paradigm using a narrative literature review of academic papers and online articles to provide an analysis of the current landscape. Apart from the on-site tasting experience, this paper elaborates on the pre-tasting and post-tasting experience phases from a tourist experience design perspective. To place spirits tasting design in a broader tourism sector, both drivers and potential outcomes of this seminal approach are outlined, together with further research questions.

Keywords: spirits tasting, tourist experiences, beverage tourism, co-creation, sustainable service

1. Introduction

Spirits tasting during a beverage tour is defined as the use of taste, smell, and visual senses to understand, appreciate, and experience spirits (Carmer et al., 2024; Carmer & Stankov, 2023; Dsouza et al., 2022). Spirits will be used throughout the paper as the inclusive term for whisky, beer, wine, and other alcoholic beverages. Engaging in the spirits tasting portion of the tour has the highest value from the perspective of the owner for marketing and selling their spirits (Back et al., 2023; McBoyle & McBoyle, 2007).

A tourist experiencing a beverage tour is most focused on the product-tasting portion of the tour where the relationship with the company is solidified (Quadri-Felitti & Fiore, 2012). The experience often includes specialized glassware, small samples of the spirits along with key tasting terms and sensory notes to help the tourist. The tourist is led through the tasting experience by a guide trained by the company. The tasting guide is trained in the art of sensory perception, the use of seeing, tasting, and smelling the spirits offered by the company. Guides are experts in explaining the features of their company's beverage products and transferring their knowledge and enthusiasm for the spirits to the guests through the tasting experience (Chun, 2012; Way & House, 2019).

Traditional views on spirits tasting make it a limited spatial (e.g. distillery and its

---

[1] Corresponding author: Uglješa Stankov
  Email: ugljesa.stankov@dgt.uns.ac.rs

immediate surroundings) and temporal activity (during the on-site tasting). In its essence, spirits taste a form of sensory experience, but from a tourism point of view, it could be considered as a constitutive part of a total tourist experience (Carmer & Stankov, 2023; Coomes et al., 2020; Murphy & Kaeney, 2018). In a broad sense, anything a tourist takes in while visiting a destination could be considered an experience, and it depends on both push (internal tourist inputs), and pull (external provider inputs) factors (Crompton, 1979; Pavluković et al., 2023; Vujičić et al., 2023). The field of beverage tasting could go beyond marketing and managerial implications for beverage producers and develop into an exciting field of academic research, and a practical necessity for the producers. Given the escalating significance of spirit tasting in shaping tourist experiences (Carmer & Stankov, 2023; Dsouza et al., 2022), wherein the dynamic interplay between providers and consumers plays a pivotal role (Carvalho, Kastenholz, & Carneiro, 2023), it becomes imperative to develop a new conceptual framework that can comprehensively capture the evolving nature of this domain.

For tourism service providers it is vital to present customers with a unique and meaningful experience (Câmara et al., 2023). This often requires linking consumers to experiences in a process of co-creation, creating a connection that links the customer to the experience (Tao et al., 2022). In the co-creation paradigm (Campos et al., 2018), most of the value creation in service industries starts with the service provider, who offers value propositions (like knowledge, skills, and resources) to the customer. The customer may realize the value of these propositions through the use or interaction experience itself (Breidbach & Maglio, 2016). In this manner, modern tourist experiences in tourism are now highly mediated, influenced, and even enhanced by technology (Neuhofer et al., 2014; Stankov et al., 2019; Struwe & Slepniov, 2023).

Accordingly, spirits tasting experiences could be viewed as an intersection of individual tourist experiences, and the business goals of beverage providers and group tourism providers (Carmer & Stankov, 2023). The gap this position paper is addressing lies in the fact that spirits tasting experiences predominantly occur on-site, while tourism experiences encompass a much wider range of activities. By integrating spirits tasting experiences with traditional tourist activities, we argue their overall value can be enhanced using a co-creation paradigm.

A systematic analysis by Mohammadi and colleagues (2020) found that that most of the co-creation studies in the tourism domain focused on the antecedents and prerequisites for co-creation, but less is put on the co-creation context. Therefore, this position paper sets the framework for spirits tasting tourist experiences (SPIRITEX) grounded on the co-creation theory and practice of tourist experience. A framework is needed to make the spirits business resilient, desirable and engage in more sustainable practices (Gretzel & Scarpino-Johns, 2018).

We employed a narrative literature review approach to evaluate and incorporate an extensive range of literature focusing on co-creation and a myriad of spirits tasting experiences. A narrative literature review was strategically adopted to effectively support our perspective (Vada et al., 2020) by providing an understanding of co-creation in spirits tasting experiences, offering context in broader tourism experiences, and engaging readers. The study, undertaken in 2023, employed a systematic approach wherein relevant research articles were selected from the Scopus database. A total of 84 documents were analyzed, comprising publications spanning the decade from 2014 to 2023 across diverse academic disciplines, predominantly in business and management, social sciences, economics, econometrics and finance, computer science, environmental science, and agricultural and biological science. To place spirits tasting

design in a broader tourism sector, this paper outlines both drivers and potential outcomes of spirits tasting experiences. Subsequently, we constructed a cohesive narrative that highlighted elements of SPIRITEX, conceptualizing the main inputs and outputs of the co-creation process. The novelty of this approach is that it extends perspective on the pre-tasting and post-tasting experience, as a necessary introductory and conclusive phase as seen through a tourist experience design perspective.

2. Theoretical underpinnings

2.1 Co-creation and tourism experience

Co-creation is a concept highly researched in the connection of tourism encompassing areas such as tourism experience design, management and marketing, tourist attractions and events, hospitality, and destination management (Campos et al., 2018). In particular, co-creation has transformed the way tourism experiences are designed and delivered. By involving tourists in the design process, tourism providers can tap into a wealth of insights and preferences, resulting in more engaging and personalized offerings (Prebensen & Xie, 2017; Tseng & Chiang, 2016). Typically, the co-creation of experiences in tourism happens on-site, when two parties (consumers and providers) meet in a physical setting (Campos et al., 2016). Here, more players from the tourism sector can engage, including tourism destinations and supporting parties. However, with the omnipresence of the internet, social media and new business model development, a connected consumer (Neuhofer et al., 2013) can now be engaged in co-creation practically anywhere. This significantly expands the number of providers directly (hotels and restaurants) or indirectly (waste management) involved in the co-creation process, aexpanding its occurrences on pre- and post-travel phases, and the inputs and outcomes of the co-creation process (Stankov & Filimonau, 2020).

2.2 Co-creation in the spirits industry

Co-creation has become an intriguing concept within the spirits industry, revolutionizing the way consumers engage with distilleries, wineries, and breweries. This collaborative approach empowers consumers to take an active role in the production and tasting process, enhancing their overall experience. Co-creation and spirits tasting tourism experiences are innovative approaches to engage tourists in immersive and interactive activities, particularly focused around the exploration of spirits in a way that goes beyond traditional tastings (Rachão et al., 2019). These experiences aim to provide participants with a deeper understanding of the production process, cultural significance, and flavor profiles of various spirits (Tardivo et al., 2017). This aligns with the conventional notion of co-creation, wherein customer engagement plays a pivotal role in shaping products or services. This involvement entails the contribution of resources such as time, energy, and ability (Stankov et al., 2023; Sugathan & Ranjan, 2019). For instance, In the realm of wine, co-creation might involve wine enthusiasts participating in grape harvesting or even blending sessions to craft their unique flavors. For beer aficionados, it could mean contributing ideas for new brewing recipes, leading to limited-edition releases that reflect collective creativity. Whisky enthusiasts could delve into the blending process, witnessing first-hand how their input influences the final product's character. Tourist may also create bespoke labels, make unique wines or create their own cocktails.

The co-creation and spirits tasting tourism experiences might come together in interactive workshops, that involve hands-on activities where participants are guided through the process of crafting their own spirits. This could include selecting

ingredients, distilling, blending, and bottling their own unique creations under the guidance of experts (Carvalho et al., 2021). Experts can provide insights into the intricacies of distillation, ageing, and flavor profiles, enhancing participants' understanding of the craft (Garcia et al., 2019).

Apart from personalization by allowing participants to tailor their experiences based on personal preferences, these experiences can be educational by offering insights into the science and art behind the production (Carvalho, Kastenholz, Carneiro, et al., 2023).

Co-creation and spirits tasting experiences often involve group participation, making them excellent opportunities for social interaction. This typically involves immersion in the cultural context of the location (Rachão et al., 2021). Participants may learn about the history and traditions of the region's spirits, exploring how they've evolved over time and the role played in local celebrations and rituals (Fločić & Jurica, 2023). There is little to no group activity or team building, also, no

acknowledgement of the group dynamic other than safety or protocol concerns. These are a few examples of opportunities for improvement in implementing co-creative tactics.

Some experiences may also emphasize sustainability and responsible consumption rituals (Rachão et al., 2020). Examples could be educating participants about the environmental and social impacts of spirits production, the cultural heritage of the spirits and tastings (Dressler & Paunovic, 2021; Stankov et al., 2023).

3. A Logical Framework

Spirits tasting offerings in tourist contexts are enabled by larger drivers and market transformation processes. These critically influence both resources and perceptions that tourists and providers bring to the table and therefore should be discussed first. Given the focus on the influential level of co-creating spirits tasting experiences from the providers' perspective, conceptualizations in this paper emphasize desirable outcomes (Mathis et al., 2016) (Figure 1).
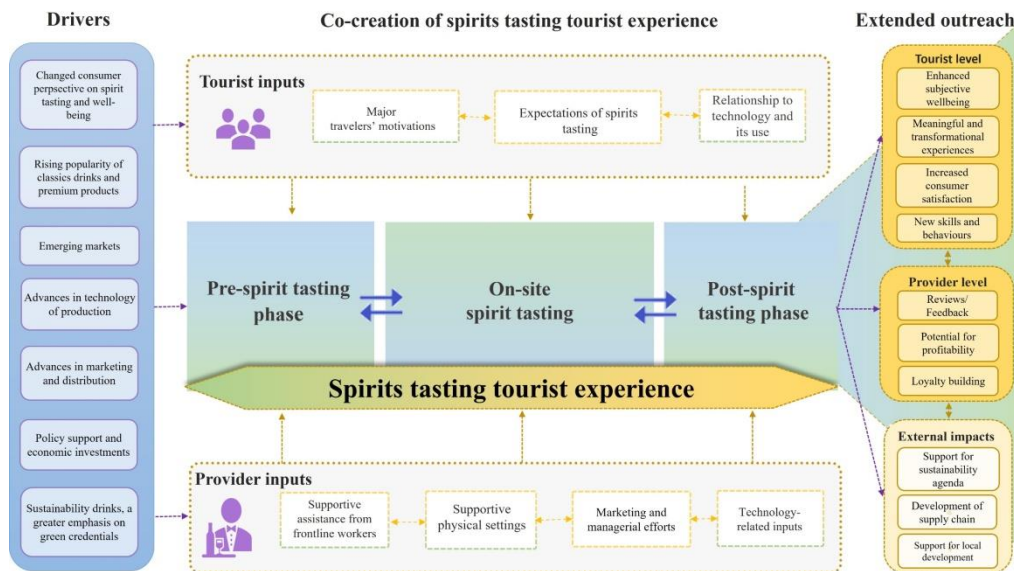

Figure 1. A logical framework of spirits tasting tourist experience (SPIRITEX)

4. Drivers of spirit tasting tourist experiences

As consumer preferences, habits, and demands change, the spirits industry is rapidly evolving in an attempt to keep up (Lindner, 2023). The drivers for the development of SPIRITEX are diverse, as they stem from a variety of changes in consumer characteristics. These consumer drivers are further supported by changes in the spirits (distillery/winery/brewery) industry and the general drivers that come from the tourism domain and are amplified by technological advancements (Sultanova et al., 2024).

Changed consumer perspective on spirits tasting and wellbeing. The alcohol industry is seeing a greater emphasis on safe drinking (Ritchie et al., 2009), health and wellness, and increased demand for low- and no-alcohol products (Bland, 2022). The trend toward cleaner living, as well as a broader increase in awareness of general well-being, has been perhaps the most visible shift in the industry (Stankov & Filimonau, 2021). For instance, the "sober curious" movement, which favours drinks such as mocktails and kombucha to mingle "over a drink" but without the detrimental consequences of alcohol, is predominantly driven by the Millennial generation (Tuinen, 2022). As tourists venture into attractions with these zero-proof beverages, they will also benefit from the SPIRITEX framework.

The rising popularity of classic drinks and premium products. This trend coincides with an increase in wellness products as consumers seek higher-quality goods (Gretzel & Stankov, 2021; Lindner, 2023). The trend toward premium beverages has resulted in an increase in sales and interest in general with all categories of spirits (Statista, 2024). The quality of the alcohol that consumers drink has increased as they start to drink more at home rather than in restaurants (Bland, 2022). Consumers have raised their own bar as tourists (Carmer & Stankov, 2023).

Emerging markets. Old, saturated markets in Europe and North America no longer promise appreciable growth (Bakke, 2007). The spirits industry is searching for lucrative new markets, attempting to take advantage of the middle class, using aggressive marketing efforts, and promoting new lifestyles that include drinking spirits (Trouble Brewing, 2018). This has created new opportunities for local producers (e.g., regional distillers or domestic manufacturers) to approach newly created market needs with their differentiated products, often relying on tourism.

Advances in technology of production. Advances in production technology have enabled distillers to produce spirits more efficiently and with greater precision (Crnobrnja et al., 2024; Power et al., 2020; Ribeiro et al., 2024). For example, computer-controlled distillation systems can precisely control the temperature during the distillation process, resulting in higher quality and more consistent spirits (Upton, 1996). Additionally, innovations in fermentation technology, such as the use of hybrid enzymes and proprietary yeast strains, have improved the yield and flavor of spirits (Martinez et al., 2022). Another advance is the dividing wall column, which uses considerably less energy per distillation and may provide a more sustainable process (Dejanović et al., 2010).

Advances in marketing and distribution. A tourist's expectations are often framed around the spirits tasting by advertising, word of mouth, and electronic word of mouth (Kellershohn, 2022). The rise of social media and e-commerce platforms has revolutionized the way spirits, and thus the distilleries that produce them, are marketed and sold (Lindner, 2023; Wannarak et al., 2024). Beverage tourisms' social media data shows the tasting experience attraction to the tourist is disproportionately impactful compared to other parts of the tour (Soonthararak & Miller, 2017).

Distillers can now target specific audiences through social media advertising and influencer marketing, and consumers can purchase spirits online and have them delivered directly to their homes (Fleming & Head, 2021; McGiverin, 2022). During the pandemic of 2019-2021, consumers who were confined to their homes turned to their computers and ordered online (Bland, 2022).

Technological advancements in logistics and transportation have made it easier and more cost-effective to distribute spirits globally. For example, GPS tracking and automated inventory management systems can help distillers optimize their supply chain, thus reducing waste. Additionally, innovations in packaging, such as lightweight and durable bottles and eco-friendly materials, have made it easier and more sustainable to transport and store spirits with less breakage and spoilage (Abdelrazik et al., 2022).

Policy support and economic investments. Tax and regulatory incentives may encourage or reduce investment in the spirits industry (Mudd, 2015). Providing education and training programs for distillers and other industry professionals to improve the quality of the spirits produced and increase the competitiveness of the industry (Carmer et al., 2024). Finally, governments can often provide support for the promotion and branding of locally produced spirits to help increase their visibility and competitiveness in the global market, including but not limited to, Irish whiskey (Adams, 2023), Australia, New Zealand and South African wine (Overton et al., 2019), and Belgian beer (Poelmans & Taylor, 2019).

Sustainability drinks (eco-drinks), a greater emphasis on green credentials. Sustainability has become a key consideration for many, with technology playing an increasingly important role in reducing the environmental impact of spirits production (Lindner, 2023). The trend toward sustainability in spirits products reflects greater awareness generally for greener, more planet-friendly products (Stankov, et al. 2023). Consumers are making their preferences clear, with research from the Kerry Group showing nearly half of all consumers consider a brand's sustainability credentials when buying food and drink (Grebow, 2021). Furthermore, research from the International Wines and Spirits Record (IWSR) shows nearly half of American alcohol drinkers are positively influenced by a brand's environmental position when considering a purchase (Bland, 2022). Aswani (2023) also identified specific green critical goals for distilleries including second-life ingredients, zero waste, locally sourced alternative ingredients, closed-loop systems, and single producers and local sourcing.

5. Co-Creation of spirits tasting tourist experience

The environment of the tourist destination plays a crucial role in shaping how a spirits tasting experience is created for tourists (Carmer & Stankov, 2023; Dsouza et al., 2022). This includes planning before the trip, the actual experience during the visit, and reflections after returning, all of which are influenced by the particular style of spirits tasting associated with that location (Carmer & Stankov, 2023). Spirits tasting practices can range from a brief session (for example, paired with a food course), part of an excursion, part of a tour, or a major theme of a tourist trip (Dsouza et al., 2022). The nature of the tourist experience delivered (for example, leisure or business trip) by the provider, and the willingness and abilities of tourists to co-create in these domains, influence the variations of inputs in the co-creation (Buonincontri et al., 2017). The ideas that follow will elaborate on the essential inputs distillery tours (Figure 1) engage in for co-creating spirits tasting experiences.

5.1 Major tourists' inputs in the co-creation of spirits tastings with their experiences

Beverage consumption habits of today's tourists have been shifting in parallel with internationally changing consumption habits, rapidly developing technologies, globalization, and consumers' pursuit of, and insistence for, innovation (Türker & Süzer, 2022).

Major travellers' motivations and expectations. Tourist motivation refers to the reasons why consumers choose to travel and engage in tourism activities (Vujičić et al., 2020), and could directly influence the role or perception of spirits tasting as part of the overall experience. Travel motivation could include; relaxation and escape, cultural and educational experiences, adventure and excitement, social interaction and bonding, business and work-related travel, health and wellness (Vujičić et al., 2020). Understanding the different types of tourist motivation can help spirits providers tailor their offerings to better meet the needs and desires of their target markets.

Expectations of spirits tasting. Expectations around spirits tasting can be influenced by a variety of factors, including cultural and regional preferences, personal taste preferences, prior experience with spirits (Betancur et al., 2020) and the anticipation of a distillery tour. Additionally, expectations around spirits tasting can vary depending on the occasion and the purpose of the tasting (Carmer & Stankov, 2023; Dsouza et al., 2022). For example, casual tasting with friends may have different expectations than a professional tasting event or a formal tasting with a specific theme, or a distillery tour.

Relationship to technology and its use. Consumer relationships to technology and its use have evolved significantly over the years (Garibaldi & Sfodera, 2020). Today, technology is an integral part of our daily lives, and many consumers have a strong and complex relationship with technology (Stankov & Filimonau, 2019, 2021). These can include various relationships ranging around dependence, convenience, trust, engagement and/or frustration, which all could play a role in co-creating spirits tasting tourist experiences educ. No evidence or examples were found in the literature extrapolating the potential for the relationship to technology and its use in co-creation with tours of any kind, let alone distilleries.

5.2 Major providers' inputs in the co-creation of spirits tasting tourist experiences

Experience and assistance from on-site workers. Engaging with the front-line personnel directly impacts the progression of food and wine encounters (Rachão et al., 2021). Frontline workers play a crucial role in providing a positive experience for guests during spirits tastings (Lee et al., 2021). By providing knowledgeable guidance, personalized recommendations, engaging storytelling, attention to detail, and a warm and welcoming environment, they can create a memorable and enjoyable experience. In 2023 these behaviors are best-case scenarios and do not include or address the opportunities presented through the SPIRTEX co-creation model in Figure 1. Service standards would be more seamless when SPIRITEX is applied. One example would be the personal greeting videos when a booking is made would be sent. The video deepened the rapport between the tourist and the distillery and helps build anticipation of both experience and service.

Supportive physical settings. The physical setting of a spirits tasting can have a significant impact on the overall experience of the taster (Lee et al., 2021). By paying attention to the lighting, temperature, seating, glassware, size of the room, and decor, tasting rooms can create a welcoming and comfortable environment that support and allow tasters to fully appreciate and

enjoy the spirits being offered (Dsouza et al., 2022). Following the philosophical mandate of co-creation, these physical setting elements should be purposefully elevated and incorporated into the spirits tasting by the distillery and its onsite workers.

Marketing and managerial efforts. Marketing and managerial efforts are critical for the success of spirits producers (Festa et al., 2016). The collaborative approach induced by co-creation could allow spirits producers to connect with their audience in a novel way, gathering more feedback, and creating extraordinary and engaging experience. For instance, the Glenlivet, a Scotch whisky brand, initiated "The Glenlivet Guardians' Chapter," a program designed to involve whisky enthusiasts in the creation and tasting of new, limited-edition whiskies. This approach effectively engaged consumers in the creation and tasting process, building a strong sense of community and brand loyalty. The collaboration fostered a sense of ownership among the participants, amplifying the marketing impact and enhancing brand-consumer relationships (Team, 2013).

Technology-related inputs. New technologies are being developed to enhance the spirits tasting experience, providing consumers with more information and a more immersive experience (Garibaldi & Sfodera, 2020). Innovations such as; virtual tasting experiences, that emerged with the COVID-19 pandemic (Filimonau et al., 2022; Stankov et al., 2020), to augmented reality being used to enhance the spirits tasting experience (Chandra Kruse & Drechsler, 2022), to smart glasses equipped with information to provide real-time information (about the product, production methods, and history), to digital tasting notes that can be accessed on smartphones and tablets to provide a more engaging and immersive tasting experience. Regarding wine tourism, Kirova (2021) highlights, that it's essential for managers to adeptly incorporate technology to ensure a seamless and immersive encounter for visitors. This

entails creating a multi-sensory experience that maximizes engagement and minimizes any potential disruption in value, that can sometimes happen leading to value co-destruction (Neuhofer, 2016). While many new ideas are proffered, no new framework has been suggested or shared for a deliberate change to the default tour distilleries offer. Tourists may visit a distillery that invests in VR and AR technology, allowing them to view past tourists' cuvées, interact with them, or be inspired by them, thereby co-creating experiences with previous visitors.

5.3 Extending phases of spirits tasting experience

The on-site tasting phase is typically also considered the highlight of the spirits tasting experience (Carmer & Stankov, 2023; Dsouza et al., 2022). For SPIRITEX it is still the highlight phase, but the value of pre-spirits and post-spirits tasting phases also come into play. From the SPIRITEX perspective, the pre-spirits tasting phase is an important part of the overall experience, setting the tone for the tasting and providing the taster with the tools they need to fully appreciate the spirits being sampled. Typical elements of the pre-spirits tasting phase usually include a physical setting element for the mood of the taster (lighting, music, or temperature), choosing the right glassware, and providing water and palate cleansers. SPIRITEX, however, puts more emphasis on this phase by extending the scope, as it can be integrated into the overall tourist experience. For instance, this phase could be enriched with storytelling, providing information about the spirits being tasted, such as their origin, production method, and tasting notes to enhance the taster's appreciation of the products. Managing expectations can be more effectively accomplished with the use of technology (Garibaldi & Sfodera, 2020). Tasters may be informed of what they can expect from the tasting and any limitations, such as the number of samples they will be able to try or

have access to.

A bespoke, or cuvee, co-creation implementation may include a tourist participating in blending their own wine or creating their unique cocktail. Perhaps they get a keepsake video, produce a unique label, take it or ship it as a gift. The trained staff will be educated, (perhaps a graphic designer, a sommelier, a cicerone, or a cooper) in the manner befitting the distilleries' bespoke offerings, using the SPIRITEX model.

From the SPIRITEX perspective, the post-spirits tasting phase is essential as it becomes an integral part of the continued tourist experience, providing time and space for the continuation of outreach of the pre- and on-site spirits tasting experiences. Furthermore, with technological assistance, the post-tasting phase could be extended to after the trip (Garibaldi & Sfodera, 2020; Radojević et al., 2023), mostly with the use of social media and analysis of online data. More importantly, as SPIRITEX is an integration of beverage and tourism stakeholders it also includes influence for the wider socio-economic environment (Back et al., 2023) of spirits tasting setting. For SPIRITEX it is a phase for organizing discussion and analysis. Following the tasting, tourist can analyse the different tastes, scents, and features they notice while expressing their opinions about the spirits. A chance for education and knowledge exchange may result, which may lead to increased purchasing decisions. Participants may provide specific feedback to the producers, sharing their impressions of the spirits and offering suggestions for improvement. Follow-up communication assisted with technology can help to build relationships with customers and encourage future purchases. Co-creation increases consumer feedback (France et al., 2020) the SPIRITEX approach could extend to creating both partners and evangelists who can become more enthusiastic about the experiences and can actively promote it to others, using social media, for instance.

While the benefits of traditional spirits tasting are well documented, the impact of spirits tasting experiences, conceptualized in this paper is an unexplored topic. The most likely outcomes of SPIRITEX involve the original players (tourists and distilleries), but the outcomes may also include external, indirect effects (Mathis et al., 2016; Zhang, 2023). However, these outcomes may occur simultaneously, thus positively compounding the effects. For example, more supportive frontline workers could experience increased work enthusiasm, prompting more engagement and creativity in the co-creation of experiences. The output will further lead to improved and higher consumer satisfaction, and decreased dissatisfaction, thus increasing the chances of boosted profitability for the company (Rachão et al., 2023). From a wider perspective, external outputs of the spirits tasting experiences further fuel original external drivers of spirits tasting, thus snowballing the trend.

From the tourist viewpoint SPIRITEX may provide more memorable or meaningful experiences, increased consumer satisfaction and/or decreased dissatisfaction, along with new skills development and behaviours. Research supports the idea of customers tasting spirits leading to increased sales of the product. From the distilleries' viewpoint, the SPIRITEX approach could, apart from the potential for profitability and loyalty building (Mathis et al., 2016), have wider external impacts, by further developing the supply chain, support for local development and support for a sustainability agenda.

Where is the beginning, and is there an end? SPIRITEX provides a multitude of co-creation from providing liminal spaces for its introduction to the blending and overlapping of the elements introduced in the SPIRITEX model. There is no best point of origin, as SPIRTEX is both a bespoke option for the distilleries and the tourists. One of the great strengths of SPITRITEX is the chameleon-like way the model may be expressed.

6. Theoretical contributions

SPIRITEX transcends the conventional prosumer marketing perspective, which typically posits the consumer as one of the parties involved in the co-creation of a product or service (Vargo & Lusch, 2004). It is at the juncture where the traditional on-site tasting experience concludes and the co-creation process commences that the bespoke spirits tasting encounter truly comes to life (Prahalad & Ramaswamy, 2004). This transition represents a paradigm shift from passive consumption to active participation, aligning with the principles of value co-creation as described in the Service-Dominant (SD) logic (Lusch & Vargo, 2006). Here, a theoretical contribution is centered on the juxtaposition of two distinct experiential domains: spirits tasting experiences and broader tourism experiences. This seeming dichotomy can be conceptually anchored in co-creation of value through interactive service processes. Spirits tasting experiences, typified by their on-site nature, align with the idea of service provision at a specific locus. Conversely, tourism experiences encompass a spectrum of activities and services, reflecting the multifaceted nature of service sector.

Advancements in production technology hold the potential to significantly impact and enhance co-creative experiences within the SPIRITEX. However, it is imperative to acknowledge that such technological contributions are frequently underutilized, excluded, or misunderstood by proprietors, impeding their integration into the co-creative process. This observation can be situated within the theoretical framework of the Technology Acceptance Model (TAM) (Cimbaljević et al., 2023; Davis, 1989).

7. Practical contributions

SPIRITEX could foster more active engagement between tourists and service providers. This heightened engagement not only deepens their connection to (destination and spirits) brands but has the potential to create memorable, personalized experiences that drive customer loyalty and positive word-of-mouth.

SPIRITEX also introduces flexibility and variety into tourism offerings, even going beyond the traditional understanding of tailor-made experiences (Kastenholz et al., 2022). Tailor-made experiences primarily focus on the provider's expertise, where they take into account customer desires and preferences, and design and deliver an experience based on their knowledge and existing offerings. SPIRITEX offers different levels of control and input. In a co-created experience, there's a back-and-forth exchange of ideas and decisions, before, after and on-site, while in tailor-made experiences, the consumer provides the direction, and the provider executes it (Edmundson, 2020). By allowing tourists to customize their spirits tasting experiences, tourism providers can cater to a broader range of preferences and tastes. This diversification attracts a more extensive customer base, including those seeking unique and tailored experiences, thereby increasing revenue streams and market reach. Tourists also control an infinite variety of combinations leading to anticipation of fresh, unique experiences over multiple visits.

SPIRITEX could empower tourists to actively contribute to the value proposition. This collaborative approach enhances the overall quality of the experience, resulting in higher customer satisfaction and improved service delivery.

SPIRITEX could facilitate knowledge exchange between tourists, service providers and destinations. Furthermore, embracing co-creation in spirits tasting tourism can set businesses apart in a competitive market.

SPIRITEX is offered to the industry as a means of incorporating traditional elements of the tours in a new manner and providing a framework for innovative co-creation of past and future elements to provide a bespoke

experience. There are few if any, overt or purposeful co-creation experiences industry wide.

8. Further research

8.1 An empirical exploration of SPIRITEX

Spirits tasting is gaining traction as a promising study area for the tourism industry (Cole, 2017; Wen & Leung, 2021). As a result, an increasing amount of research is being conducted to evaluate different aspects of spirits tasting. However, there is currently no specialized study stream connecting spirits tasting, tourist experiences and the co-creation paradigm. A new study stream may investigate some of the recommendations for input components in the co-creation of SPIRITEX.

It would be expected, that from the distilleries' point of view, SPIRITEX is not perceived as an academic endeavour. The initial interest of a spirits producer and tourism providers is in the potential to monetize these kinds of experiences with the enhancement of tourists' interpretations of spirits tasting. As such, SPIRITEX should be evaluated as a tool of experience design in support of achieving business objectives through co-creation.

8.2 Technology-related opportunities and treats for SPIRITEX

While existing approaches to advances in spirits production, management, and marketing favour further inclusion of information technology as a way of more efficient operations (Garibaldi & Sfodera, 2020; J. B. Ribeiro et al., 2023), more technology could endanger traditional views on spirits tasting. Spirits tasting experiences strip of technology assistance could, for example, aid consumers in valuing more for the holidays, revealing new benefits and patterns of more meaningful experiences (Stankov & Filimonau, 2021). If facilitated through technology, the SPIRITEX can be used to deliberately identify and transmute unpleasant experiences into a

positive emotional experience. Seamless polls or surveys can be recorded with interactive and fun technology like eye tracking, touch and smell sensory experiences, or one-time photo/video testimonials in real-time leading to a coupon or free logo merchandise.

8.3 Consideration of different levels of SPIRITEX design

The framework for co-creating SPIRITEX, as presented in the paper, requires a purposeful design for a spatially limited tourism setting. Even in this case, a set of prerequisites and a complex preparatory phase combining bottom-up (e.g., the equipment requirements of a specific setting) and top-down (e.g., a corporate program for managers) approaches are required to ensure a successful co-creation. However, since we argue that numerous elements drive SPIRITEX, and there is also a considerable number of outputs, some of which could have fundamental wide and long-term impacts, there is a necessity for developing novel means for road mapping and designing such complex systems. All stakeholders involved in the experience design, tourist design, and destination management should be included in these approaches, which should be able to span both the level of specific settings and the entire destination, that is the environment in which spirits tasting experiences occur (Carvalho et al., 2021).

Best case examples of co-creation would institute a rethinking of their offerings by the distillery, whereby the distillery would then incorporate the ideas of the SPIRITEX model in all phases of their tour. The distillery would create a meaningful pre- and post-phase of their customer engagement and rework the tour, so all elements were in line with the vision and gestalt of the distillery brand.

Co-creation, while seamless in its application, is best implemented in all three phases of the tour. SPIRTEX focuses on the transitional spaces between and including the three phases of the tour experience, and the liminal spaces within each phase. The distilleries' options are wide-ranging and inevitably unique and

bespoke to the business.

8.4 Obstacles to SPIRITEX exploitation

Our conceptualization of SPIRITEX starts with an idealistic point of view, where a quest for more meaningful experiences is set as a positive aspect of tourist engagement in co-creating tourist experiences. Stil, what triggers some tourists into co-creation may also be repellent for others (Stankov & Filimonau, 2020). For example, anti-alcohol trends and campaigns. However, what can be seen as a major limitation for consideration of SPIRITEX, are consumers and managers that are satisfied with the status quo in traditional spirits tasting. Those unaware of SPIRITEX's potential objective or those employees for various reasons unable to buy into the need for acceptance of new technological, managerial or experiential change. Understanding no alternatives have been offered, many may be energized and excited, while others may prefer the status quo. The business itself must survive for all stakeholders to remain in the game.

On the other side of the equation, the use of SPIRITEX as just another commodity or a gimmick in the alcoholic beverage industry could be a potential limitation for the wider tourism sector. That limited understanding of SPIRITEX, without wider social responsibility and engaged forms, could potentially serve to promote inauthentic experiences. The SPIRITEX framework provides a framework to make the distillery business resilient, current, innovative, desirable and sustainable.

References

Abdelrazik, D., Park, J., & Lumbn, N. (2022). Packaging alcoholic beverages. In I. Russell, G. G. Stweard, & J. Kellershohn (Eds.), *Whisky and Other Spirits: Technology, Production and Marketing* (pp. 487–507). Academic Press.

Adams, R. (2023). Making Ireland: The 'Made in Ireland' trade mark and the delineation of national identity. In N. Glover, D. M. Higgins, N. Glover, & D. M. Higgins (Eds.), *National brands and global markets: An historical perspective*. Routledge.

Aswani, S. (2023, August 31). *Innovation trend: Sustainable bars*. IWSR. https://www.theiwsr.com/innovation-trend-sustainable-bars/

Back, R. M., Tasci, A. D. A., & Woosnam, K. M. (2023). Factors Explaining Resident Stakeholders' Perception and Support for Wineries and Wine Tourism in Florida. *Journal of Hospitality & Tourism Research*, 10963480231205763. https://doi.org/10.1177/10963480231205763

Bakke, Ø. (2007). *Developing countries: Promising New Markets for the Alcohol Industry*. http://www.add-resources.org/developing-countries-promising-new-markets-for-the-alcohol-industry.451944-315784.html

Betancur, M., Motoki, K., Spence, C., & Velasco, C. (2020). Factors influencing the choice of beer: A review. *Food Research International*, *137*. https://doi.org/10.1016/j.foodres.2020.109367

Bland, A. (2022, July 6). The 19 Biggest Spirits Industry Trends in 2023. *Unleashed Software*. https://www.unleashedsoftware.com/blog/the-19-biggest-spirits-industry-trends-in-2022

Breidbach, C. F., & Maglio, P. P. (2016). Technology-enabled value co-creation: An empirical analysis of actors, resources, and practices. *Industrial Marketing Management*, *56*(April), 73–85. https://doi.org/10.1016/j.indmarman.2016.03.011

Buonincontri, P., Morvillo, A., Okumus, F., & Van Niekerk, M. (2017). Managing the experience co-creation process in tourism destinations: Empirical findings from Naples. *Tourism Management*, *62*, 264–277. https://doi.org/10.1016/j.tourman.2017.04.014

Câmara, E., Pocinho, M., Agapito, D., & Jesus, S. N. de. (2023). Meaningful experiences in tourism: A systematic review of psychological constructs. *European Journal of Tourism Research*, *34*, 3403–3403. https://doi.org/10.54055/ejtr.v34i.2964

Campos, A. C., Mendes, J., do Valle, P. O., & Scott, N. (2016). Co-Creation Experiences: Attention and Memorability. *Journal of Travel & Tourism Marketing*, *33*(9), 1309–1336. https://doi.org/10.1080/10548408.2015.1118424

Campos, A. C., Mendes, J., Valle, P. O. do, & Scott, N. (2018). Co-creation of tourist experiences: A literature review. *Current Issues in Tourism*, *21*(4), 369–400. https://doi.org/10.1080/13683500.2015.1081158

Carmer, A. B., & Stankov, U. (2023). Conceptualizing Tourists' Spirits Tasting Experiences. In F. Okumus, B. Denizci-Guillet, & M. Tuna (Eds.), *Proceedings of the conference on managing tourism across continents (Vol. 3)* (p. 40). USF M3 Publishing.

Carmer, A., Kleypas, J., & Orlowski, M. (2024). Wine sensory experience in hospitality education: A systematic review. *British Food Journal*, *ahead-of-print*(ahead-of-print). https://doi.org/10.1108/BFJ-01-2023-0075

Carvalho, M., Kastenholz, E., & Carneiro, M. J. (2021). Pairing Co-Creation with Food and Wine Experiences—A Holistic Perspective of Tourist Experiences in Dão, a Portuguese Wine Region. *Sustainability*, *13*(23), Article 23. https://doi.org/10.3390/su132313416

Carvalho, M., Kastenholz, E., & Carneiro, M. J. (2023). Co-creative tourism experiences – a conceptual framework and its application to food & wine tourism. *Tourism Recreation Research*, *48*(5), 668–692. https://doi.org/10.1080/02508281.2021.1948719

Carvalho, M., Kastenholz, E., Carneiro, M. J., & Souza, L. (2023). Co-creation of food tourism experiences: Tourists' perspectives of a Lisbon food tour. *Tourist Studies*, *23*(2), 128–148. https://doi.org/10.1177/14687976231168941

Chandra Kruse, L., & Drechsler, K. (2022). Digitalization of multisensory collective activity: The case of virtual wine tasting. *Journal of Information Technology*, *37*(4). Retrieved from https://journals.sagepub.com/doi/full/10.1177/02683962221096860

Chun, H. E. (2012). Guiding the Guest Experience. In M. C. Sturman, J. B. Corgel, & R. Verma (Eds.), *The Cornell School of Hotel Administration on hospitality: Cutting edge thinking and practice*. Wiley. Retrieved from https://ecommons.cornell.edu/items/c7aadbfb-34ea-4041-a88d-18e1bf7d3f61

Cimbaljević, M., Demirović Bajrami, D., Kovačić, S., Pavluković, V., Stankov, U., & Vujičić, M. D. (2023). Employees' technology adoption in the context of smart tourism development: The role of technological acceptance and technological readiness. *European Journal of Innovation Management*. https://doi.org/10.1108/EJIM-09-2022-0516

Cole, Z. D. (2017). Growth and Development of Craft Spirit Tourism: The Fermenting Giant? In C. Kline, S. L. Slocum, & C. T. Cavaliere (Eds.), *Craft Beverages and Tourism, Volume 1: The Rise of Breweries and Distilleries in the United States* (pp. 25–40). Springer International Publishing. https://doi.org/10.1007/978-3-319-49852-2_3

Coomes, S., Huston, K., & Mangeot, M. (2020). The Rebirth of Bourbon. In S. Commes, M. Huston, & M. Mangeot (Eds.), *The Rebirth of Bourbon: Building a Tourism Economy in Small-Town, USA (Economics of Vice)* (pp. 39–57). Emerald Publishing Limited. Retrieved from https://www.abebooks.com/9781838677145/Rebirth-Bourbon-Building-Tourism-Economy-1838677143/plp

Crnobrnja, J., Lalic, D. C., Romero, D., Softic, S., & Marjanovic, U. (2024). Digital Transformation Towards Human-Centricity: A Systematic Literature Review. In M. Thürer, R. Riedel, G. von Cieminski, & D. Romero (Eds.), *Advances in Production Management Systems. Production Management Systems for Volatile, Uncertain, Complex, and Ambiguous Environments* (pp. 89–102). Springer Nature Switzerland. https://doi.org/10.1007/978-3-031-71633-1_7

Crompton, J. L. (1979). An Assessment of the Image of Mexico as a Vacation Destination and the Influence of Geographical Location Upon That Image. *Journal of Travel Research*, *17*(4), 18–23. https://doi.org/10.1177/004728757901700404

Davis, F. D. (1989). Perceived Usefulness, Perceived Ease of Use, and User Acceptance of Information Technology. *MIS Quarterly*, *13*(3), 319–340. https://doi.org/10.2307/249008

Dejanović, I., Matijašević, Lj., & Olujić, Ž. (2010). Dividing wall column—A breakthrough towards sustainable distilling. *Chemical Engineering and Processing: Process Intensification*, *49*(6), 559–580. https://doi.org/10.1016/j.cep.2010.04.001

Dressler, M., & Paunovic, I. (2021). A Typology of Winery SME Brand Strategies with Implications for Sustainability Communication and Co-Creation. *Sustainability*, *13*(2), Article 2. https://doi.org/10.3390/su13020805

Dsouza, E., M.s, D., & Borde, N. (2022). Tourists' Alcoholic Beverage Consumption and Re-visit Intention: A Conceptual Paper. *Turizam*, *26*(2), Article 2. https://doi.org/10.5937/turizam26-29251

Edmundson, D. (2020, January 24). *Customization or co-creation? There's a difference*. Www.Retailcustomerexperience.Com. https://www.retailcustomerexperience.com/blogs/customization-or-co-creation-theres-a-difference/

Festa, G., Cuomo, M. T., Metallo, G., & Festa, A. (2016). The (r)evolution of wine marketing mix: From the 4Ps to the 4Es. *Journal of Business Research*, *69*(5), 1550–1555. https://doi.org/10.1016/j.jbusres.2015.10.015

Filimonau, V., Ashton, M., & Stankov, U. (2022). Virtual spaces as the future of consumption in tourism, hospitality and events. *Journal of Tourism Futures*. Scopus. https://doi.org/10.1108/JTF-07-2022-0174

Fleming, J. T., & Head, L. L. (2021). *Ultimate Gig: Flexibility, Freedom, Rewards*. Emerald Publishing Limited.

Floričić, T., & Jurica, K. (2023). Wine Hotels—Intangible Heritage, Storytelling and Co-Creation in Specific Tourism Offer. *Heritage*, *6*(3), Article 3. https://doi.org/10.3390/heritage6030159

France, C., Grace, D., Iacono, J., & Carlini, J. (2020). Exploring the interplay between customer perceived brand value and customer brand co-creation behaviour dimensions. *Journal of Brand Management*, *27*. https://doi.org/10.1057/s41262-020-00194-7

Garcia, K., Aurier, P., & Rodhain, A. (2019). Co-creating a wine: A dyadic approach to consumer experiential value and SME value creation. *International Journal of Entrepreneurship and Small Business*, *36*(3), 274–291. https://doi.org/10.1504/IJESB.2019.097733

Garibaldi, R., & Sfodera, F. (2020). Technologies for enhancing wine tourism experience. In S. K. Dixit (Ed.), *The Routledge Handbook of Tourism Experience Management and Marketing*. Routledge. Retrieved from https://www.robertagaribaldi.it/technologies-for-enhancing-wine-tourism-experience/

Grebow, J. (2021, July 14). *Nearly half of consumers now consider sustainability when buying food and drinks, Kerry's new global consumer survey finds*. Nutritional Outlook. Retrieved from https://www.nutritionaloutlook.com/view/nearly-half-of-consumers-now-consider-sustainability-when-buying-food-and-drinks-kerry-s-new-global-consumer-survey-finds

Gretzel, U., & Scarpino-Johns, M. (2018). Destination resilience and smart tourism destinations. *Tourism Review International*, *22*(3), 263–276. https://doi.org/10.3727/154427218X15369305779065

Gretzel, U., & Stankov, U. (2021). ICTs and well-being: Challenges and opportunities for tourism. *Information Technology & Tourism*, *23*(1), 1–4. https://doi.org/10.1007/s40558-021-00198-2

Kastenholz, E., Marques, C. P., & Carneiro, M. J. (2022). Wine tourist experiences in rural areas. In D. Agapito, M. Ribeiro, & K. W. Woosnam (Eds.), *Handbook on the Tourist Experience* (pp. 315–330). Edward Elgar Publishing.

Kellershohn, J. (2022). Chapter 29—Marketing whisky and white spirits in 2021. In I. Russell, G. G. Stewart, & J. Kellershohn (Eds.), *Whisky and Other Spirits (Third Edition)* (pp. 545–560). Academic Press. https://doi.org/10.1016/B978-0-12-822076-4.00028-0

Kirova, V. (2021). Value co-creation and value co-destruction through interactive technology in tourism: The case of 'La Cité du Vin' wine museum, Bordeaux, France. *Current Issues in Tourism*, *24*(5), 637–650. https://doi.org/10.1080/13683500.2020.1732883

Lee, K., Madanoglu, M., Ha, I. "Steve," & Fritz, A. (2021). The impact of service quality and customer satisfaction on consumer spending in wineries. *The Service Industries Journal*, *41*(3–4), 248–260. https://doi.org/10.1080/02642069.2018.1478411

Lindner, J. (2023, December 8). *Key Spirits Industry Trends*. https://gitnux.org/spirits-industry-trends/

Lusch, R. F., & Vargo, S. L. (2006). Service-dominant logic: Reactions, reflections and refinements. *Marketing Theory*, *6*(3), 281–288. https://doi.org/10.1177/1470593106066781

Martinez, M., Medina Rland, K., Martín, V., Fariña, L., Boido, E., Peyrot, D., Dellacassa, E., & Carrau, F. (2022). *Effect of Non-conventional Yeasts on the Flavor Profiles of Fermented Beverages* (pp. 225–244). https://doi.org/10.1021/bk-2022-1433.ch004

Mathis, E. F., Kim, H. (Lina), Uysal, M., Sirgy, J. M., & Prebensen, N. K. (2016). The effect of co-creation experience on outcome variable. *Annals of Tourism Research*, *57*, 62–75. https://doi.org/10.1016/j.annals.2015.11.023

McBoyle, G., & McBoyle, E. (2007). Distillery marketing and the visitor experience: A case study of Scottish malt whisky distilleries—McBoyle—2008—International Journal of Tourism Research—Wiley Online Library. *International Journal of Tourism Research*, *10*(1), 71–80. https://doi.org/10.1002/jtr.635

McGiverin, S. S. (2022). Regulating Alcohol Delivery by Third-Party Providers in Iowa | Iowa Law Review—The University of Iowa. *Iowa Law Review, 108*(1), 445–467.

Mohammadi, F., Yazdani, H. R., Jami Pour, M., & Soltani, M. (2020). Co-creation in tourism: A systematic mapping study. *Tourism Review*, *76*(2), 305–343. https://doi.org/10.1108/TR-10-2019-0425

Mudd, D. G. (2015, June 27). *Alcohol Taxes and Incentives – The Spirit of the Law and What's Hoppin'*. Frost Brown Todd. https://frostbrowntodd.com/alcohol-taxes-and-incentives-the-spirit-of-the-law-and-whats-hoppin/

Murphy, B., & Kaeney, R. (2018). The Rise of Whiskey Tourism in Ireland: Developing a Terroir Engagement Template. *Journal of Gastronomy and Tourism*, *3*(2), 107–121. https://doi.org/10.3727/216929718X15281329212225

Neuhofer, B. (2016). Value Co-creation and Co-destruction in Connected Tourist Experiences. In A. Inversini & R. Schegg (Eds.), *Information and Communication Technologies in Tourism 2016* (pp. 779–792). Springer International Publishing. https://doi.org/10.1007/978-3-319-28231-2_56

Neuhofer, B., Buhalis, D., & Ladkin, A. (2013). Co-creation Through Technology: Dimensions of Social Connectedness. In Z. Xiang & I. Tussyadiah (Eds.), *Information and Communication Technologies in Tourism 2014* (pp. 339–352). Springer International Publishing. https://doi.org/10.1007/978-3-319-03973-2_25

Neuhofer, B., Buhalis, D., & Ladkin, A. (2014). A Typology of Technology-Enhanced Tourism Experiences. *International Journal of Tourism Research*, *16*(4), 340–350. https://doi.org/10.1002/jtr.1958

Overton, J., Murray, W. E., & Howson, K. (2019). Doing good by drinking wine? Ethical value networks and upscaling of wine production in Australia, New Zealand and South Africa. *European Planning Studies*, *27*(2), 2431–2449.

Pavluković, V., Carmer, A. B., Vujičić, M. D., Cimbaljević, M., & Stankov, U. (2023). Unveiling the Motivational Factors behind Generation Z's Conference Attendance for Sustaining Future Participation. *Sustainability*, *15*(18), Article 18. https://doi.org/10.3390/su151813989

Poelmans, E., & Taylor, J. E. (2019). Belgium's Historic Beer Diversity: Should We Raise a Pint to Institutions? By Eline Poelmans, Jason Taylor: SSRN. *Journal of Institutional Economics, 15*(4), 695–713.

Power, A., Néill, C., Geoghegan, S., Currivan-Macdonald, S., Deasy, M., & Cozzolino, D. (2020). A Brief History of Whiskey Adulteration and the Role of Spectroscopy Combined with Chemometrics in the Detection of Modern Whiskey Fraud. *Beverages*, *6*, 49. https://doi.org/10.3390/beverages6030049

Prahalad, C. K., & Ramaswamy, V. (2004). Co-creation experiences: The next practice in value creation. *Journal of Interactive Marketing*, *18*(3), 5–14. https://doi.org/10.1002/dir.20015

Prebensen, N. K., & Xie, J. (2017). Efficacy of co-creation and mastering on perceived value and satisfaction in tourists' consumption. *Tourism Management*, *60*, 166–176. https://doi.org/10.1016/j.tourman.2016.12.001

Quadri-Felitti, D., & Fiore, A. M. (2012). Experience economy constructs as a framework for understanding wine tourism. *Journal of Vacation Marketing*, *18*(1), 3–15. https://doi.org/10.1177/1356766711432222

Rachão, S. A. S., Breda, Z., Fernandes, C., & Joukes, V. (2019). Food-and-wine experiences towards co-creation in tourism. *Tourism Review*, *76*(5), 1050–1066. https://doi.org/10.1108/TR-01-2019-0026

Rachão, S. A. S., de Jesus Breda, Z., de Oliveira Fernandes, C., & Joukes, V. N. P. M. (2021). Drivers of experience co-creation in food-and-wine tourism: An exploratory quantitative analysis. *Tourism Management Perspectives*, *37*, 100783. https://doi.org/10.1016/j.tmp.2020.100783

Rachão, S., Breda, Z., de Oliveira Fernandes, C., Joukes, V., & Ferreira, C. (2023). Food-and-wine tourists' willingness to pay for co-creation experiences: A generational approach. *Journal of Hospitality and Tourism Management*, *56*, 245–252. https://doi.org/10.1016/j.jhtm.2023.06.004

Radojević, B., Stankov, U., & Vujičić, M. D. (2023). Governing geospatial aspects of smart destination development—The case of Novi Sad, Serbia. *Geographica Pannonica*, *27*(3), Article 3. https://doi.org/10.5937/gp27-44121

Ribeiro, C., Gil, J., Bento, X., Figueiredo, M., Rosa, J., Antonio, R., Ferreira, L., & Assuncao, P. (2024). VIEXPAND – Industrial Video for Expanded Vision in Remote Operations. *International Journal of Industrial Engineering and Management*, *15*(4), Article 4. https://doi.org/10.24867/IJIEM-2024-4-364

Ribeiro, J. B., Amorim, M., & Teixeira, L. (2023). How To Accelerate Digital Transformation in Companies With Lean Philosophy? Contributions Based on a Practical Case. *International Journal of Industrial Engineering and Management*, *14*(2), Article 2. https://doi.org/10.24867/IJIEM-2023-2-326

Ritchie, C., Ritchie, F., & Ward, R. (2009). How can I drink safely? Perception versus the reality of alcohol consumption. *The Service Industries Journal*, *29*, 1397–1411. https://doi.org/10.1080/02642060903026288

Soonthararak, E., & Miller. (2017). *Marketing methods through social media and level of engagement for beer and whisky*. Thammasat University).

Stankov, U., & Filimonau, V. (2019). Reviving calm technology in the e-tourism context. *Service Industries Journal*, *39*(5–6), 343–360. https://doi.org/10.1080/02642069.2018.1544619

Stankov, U., & Filimonau, V. (2020). Technology-assisted Mindfulness in the Co-Creation of Tourist Experiences. In Z. Xian, M. Fuchs, U. Gretzel, & W. Höpken (Eds.), *Handbook of e-Tourism*. Springer. https://doi.org/10.1007/978-3-030-05324-6

Stankov, U., & Filimonau, V. (2021). Here and now – the role of mindfulness in post-pandemic tourism. *Tourism Geographies*, *0*(0), 1–16. https://doi.org/10.1080/14616688.2021.2021978

Stankov, U., Filimonau, V., & Slivar, I. (2019). Calm ICT design in hotels: A critical review of applications and implications. *International Journal of Hospitality Management*, *82*, 298–307. https://doi.org/10.1016/j.ijhm.2018.10.012

Stankov, U., Filimonau, V., & Vujičić, M. D. (2020). A mindful shift: An opportunity for mindfulness-driven tourism in a post-pandemic world. *Tourism Geographies*, *22*(3), 703–712. https://doi.org/10.1080/14616688.2020.1768432

Stankov, U., Filimonau, V., Vujičić, M. D., Basarin, B., Carmer, A. B., Lazić, L., Hansen, B. K., Ćirić Lalić, D., & Mujkić, D. (2023). Ready for Action! Destination Climate Change Communication: An Archetypal Branding Approach. *International Journal of Environmental Research and Public Health*, *20*(5), Article 5. https://doi.org/10.3390/ijerph20053874

Stankov, U., Vujičić, M. D., & Carmer, A. B. (2023). Impacts of energy communities on tourism: Benefits and functions towards green transition. *Tourism Review*, *ahead-of-print*(ahead-of-print). https://doi.org/10.1108/TR-05-2023-0347

Statista. (2024). *Spirits—Worldwide*. Statista. Retrieved from https://www.statista.com/outlook/cmo/alcoholic-drinks/spirits/worldwide

Struwe, S., & Slepniov, D. (2023). Unlocking digital servitization: A conceptualization of value co-creation capabilities. *Journal of Business Research*, *160*, 113825. https://doi.org/10.1016/j.jbusres.2023.113825

Sugathan, P., & Ranjan, K. R. (2019). Co-creating the tourism experience. *Journal of Business Research*, *100*, 207–217. https://doi.org/10.1016/j.jbusres.2019.03.032

Sultanova, S. M., Ivanova, M. A., Fomenko, N. M., Turebekova, B. O., & Konysbay, A. (2024). Quality Management Through Sustainable HRM based on Digital Competencies. *International Journal for Quality Research*, *18*(4), 991–1004. https://doi.org/10.24874/IJQR18.04-05

Tao, K., Ye, J., Xiao, H., & Chen, P. (2022). A Model of Perceived Co-creation Value in Tourism Service Setting: An Application of Structure Equation Modeling. *Frontiers in Psychology*, *13*. Retrieved from https://www.frontiersin.org/articles/10.3389/fpsyg.2022.808114

Tardivo, G., Thrassou, A., Viassone, M., & Serravalle, F. (2017). Value co-creation in the beverage and food industry. *British Food Journal*, *119*(11), 2359–2372. https://doi.org/10.1108/BFJ-02-2017-0119

Team, T. S. (2013, September 9). The Glenlivet launches Guardians' Chapter. *The Shout*. Retrieved from https://theshout.com.au/the-glenlivet-launches-guardians-chapter/

Trouble Brewing. (2018). *The Alcohol Industry*. Trouble Brewing: Making the Case for Alcohol Policy. Retrieved from https://troublebrewingreport.org/the-alcohol-industry

Tseng, F.-M., & Chiang, L.-L. (Luke). (2016). Why does customer co-creation improve new travel product performance? *Journal of Business Research*, *69*(6), 2309–2317. https://doi.org/10.1016/j.jbusres.2015.12.047

Tuinen, K. V. (2022, August 14). Beverage companies seize on 'mocktail' movement driven by the sober curious. *Crain's Grand Rapids Business*. Retrieved from https://www.crainsgrandrapids.com/food-agribusiness/beverage-companies-seize-on-mocktail-movement-driven-by-the-sober-curious/

Türker, N., & Süzer, Ö. (2022). Tourists' food and beverage consumption trends in the context of culinary movements: The case of Safranbolu. *International Journal of Gastronomy and Food Science*, *27*, 100463. https://doi.org/10.1016/j.ijgfs.2021.100463

Upton, D. (1996). Mechanisms for building and sustaining operations improvement. *European Management Journal*, *14*(3), 215–228. https://doi.org/10.1016/0263-2373(96)00002-3

Vada, S., Prentice, C., Scott, N., & Hsiao, A. (2020). Positive psychology and tourist well-being: A systematic literature review. *Tourism Management Perspectives*, *33*, 100631. https://doi.org/10.1016/j.tmp.2019.100631

Vargo, S. L., & Lusch, R. F. (2004). Evolving to a New Dominant Logic for Marketing. *Journal of Marketing*, *68*(1), 1–17. https://doi.org/10.1509/jmkg.68.1.1.24036

Vujičić, M. D., Kennell, J., Morrison, A., Filimonau, V., Štajner Papuga, I., Stankov, U., & Vasiljević, D. A. (2020). Fuzzy Modelling of Tourist Motivation: An Age-Related Model for Sustainable, Multi-Attraction, Urban Destinations. *Sustainability*, *12*(20), Article 20. https://doi.org/10.3390/su12208698

Vujičić, M. D., Šaćirović, D., Stankov, U., Ali, F., Kovačić, S., Besermenji, S., Pivac, T., Blešić, I., & Bratić, M. (2023). Emerging cities and travel motivation: A latent profile analysis approach. *Journal of Vacation Marketing*, 13567667231188872. https://doi.org/10.1177/13567667231188872

Vujičić, M., Stamenković, I., Stankov, U., Kovačić, S., Vasiljević, Đ., & Popov-Locke, J. (2020). What will prevail within citybreak travel, motivation or demotivation?: Case study of Novi Sad, Vojvodina, Serbia. *Geographica Pannonica*, *24*(1), 42–55. https://doi.org/10.5937/gp24-22613

Wannarak, J., Kulachai, W., & Homyamyen, P. (2024). Examining the Impact of Social Media Marketing on Brand Equity: Insights from Consumer Presceptions. *International Journal for Quality Research*, *18*(4), 1005–1020. https://doi.org/10.24874/IJQR18.04-06

Way, W. A., & House, L. (2019). *West Ireland Featuring County Kerry*. Retrieved from https://alumni.msu.edu/CDN/learn/on-the-road/travel/files/pdfs/tours/1609CAC7-AEA8-42A1-B1A8-BCB35E3D3D15.pdf

Wen, H., & Leung, X. Y. (2021). Virtual wine tours and wine tasting: The influence of offline and online embodiment integration on wine purchase decisions. *Tourism Management*, *83*, 104250. https://doi.org/10.1016/j.tourman.2020.104250

Zhang, Y. (2023). Tourist co-creation and tourism marketing outcomes: An inverted U-shaped relationship. *Journal of Business Research*, *166*, 114105. https://doi.org/10.1016/j.jbusres.2023.114105

Adam B. Carmer
School of Hospitality and
Tourism Management,
Muma College of Business,
University of South Florida,
Tampa, FL 33620, USA
acarmer@usf.edu
ORCID 0000-0002-0528-7827

Uglješa Stankov
Department of Geography,
Faculty of Sciences, Tourism and
Hotel Management,
Faculty of Sciences,
University of Novi Sad,
Novi Sad, Serbia
ugljesa.stankov@dgt.uns.ac.rs
ORCID 0000-0002-7731-592X

Miroslav D. Vujičić
Department of Geography,
Faculty of Sciences, Tourism and
Hotel Management,
Faculty of Sciences,
University of Novi Sad,
Novi Sad, Serbia
miroslav.vujicic@dgt.uns.ac.rs
ORCID 0000-0003-0003-7869

Marko Bajić
Department of Geography,
Faculty of Sciences, Tourism
and Hotel Management,
Faculty of Sciences,
University of Novi Sad,
Novi Sad, Serbia
bajicmarko3@gmail.com

Danijela Ciric Lalic
Department of Industrial Engineering
and Management,
Faculty of Technical Sciences,
University of Novi Sad,
Novi Sad, Serbia
danijela.ciric@uns.ac.rs
ORCID 0000-0002-4834-6487

Dejan Maslikovic
Institute for Social Sciences.
Kraljice Natalije 45,
Belgrade, Serbia
maslikovicd@gmail.com
ORCID 0000-0002-0425-0686