



Case study: **Adámek Family Winery** **Wine with character**

Adámek Family Winery

Wine with character

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Country	Czechia
Region	South Moravia
Farmer	Václav
Age	50
Gender	male
Agrarian education	No agrarian education
Experience in farming	29
Farm Specialisation	Winemaking and viticulture
No. Household members	6

Description of the region:

The headquarters of Adámek Family Winery lies in the Znojmo region. The Znojmo wine sub-region is one of the four wine-growing sub-regions of Moravia. As of 31 December 2023, the Znojmo sub-region consists of 90 wine-growing municipalities, 218 vineyard tracks, 850 growers, and approximately 3,143 hectares of planted vineyards.

Overall, the Moravia wine region includes 17,025 hectares of vineyards (representing about 96% of the registered vineyard area in the Czech Republic). It is the largest wine-growing region in the Czech Republic and is known for its high-quality wines, especially white wines. The Moravia wine region contains 308 wine-growing municipalities and 1,142 vineyard tracks, cultivated by nearly 13,894 growers.

Picture 1 - Adámek Family Winery
 Source: Winery website



Adámek Family Winery lies in the wine-growing village of Višňové, with 45.8 ha suitable for vineyards, but only 12.4 ha planted. There are seven registered growers in the village, with two vineyard tracks located here:

1) **Nová hora** – This is a category one vineyard track with a total area of 32.1 ha, of which 12.4 ha are vineyards. The elevation ranges from 280 to 334 m; the average slope is 5%, the average annual temperature is 8.8 °C, and the sum of active temperatures is 2,810 °C. The geological origin of this vineyard track consists of crystalline schists with shallow weathering layers of the Bohemian Massif, and sandy-loam soil with a stony skeleton.

2) **Pod starou cihelnou** – This is a reserve vineyard track with a total area of 13.7 ha, with no vineyards currently planted there.

The most commonly grown white varieties in the wine-growing village of Višňové include: Sauvignon, Pálava, Chardonnay, Grüner Veltliner, Pinot Gris, Müller Thurgau, Neuburger, Moravian Muscat, Riesling, and Pinot Blanc. Red varieties consist of Saint Laurent and Pinot Noir.

In addition to Adámek Family Winery, another notable winery in the village is the winery of Ing. Antonín Saleta.

Farm history, resources, technology and production of the farm

Adámek Family Winery lies in the wine-growing village of Višňové in the Znojmo sub-region. It follows a family tradition, as the founder was producing wine even before 1989. What began

Picture 2 – Products of Adámek Family Winery
 Source: Winery website



as a hobby gradually became a stable business. At a time when other local winemakers were reducing their activities, demand for wine from the family cellar increased, and production reached roughly 2,000 litres per year. After 1989, the family received an offer to expand sales through a wine shop in Prague, which initiated systematic business development.

In 1996, the father and two sons began to develop production fully, and, with rising demand, they invested in the first tank hall. In 1997, they produced 80,000 litres of wine, mostly from purchased grapes, and planted their first own vineyard of 2.5 ha. Production remained stable until 2000, with a focus mainly on cask wines and lower costs. However, after the founder's departure in 2001, output stagnated. In 2002, they added a new hall, and from 2003, the winery also began producing bottled wines, at about 7,000 bottles per year.

Significant development occurred in 2008, when Tomáš Vican joined the winery. He brought capital and marketing expertise; they established a limited liability company, built a third tank, and equipped it with modern technology, including stainless-steel tanks, a pneumatic press, and high-quality filters. These investments enabled increased production of bottled wines to 20–23 thousand bottles and expanded overall production capacity.

In 2009, the winery also focused on agritourism and opened the Bobule guesthouse with a capacity of 36 beds. Thanks to its connection with the film *Bobule*, the guesthouse became a notable feature of wine tourism, supporting tastings and direct sales, and helping build a stable customer base that uses the year-round wine delivery service across the Czech Republic.

By 2019, production reached roughly 30,000 bottles and 190,000 litres of cask wine. In 2020, the winery bought out Tomáš Vican’s share, consolidated ownership, and continued investing in technology. Today, annual production reaches up to 200,000 litres, and the business operates two guesthouses with a total capacity of 50 beds.

Over the years, the winery has also expanded its own vineyards — by 2 ha in 2013 and by 0.5 ha in 2018 — yet the primary source of grapes remains long-term cooperation with external suppliers, who provide approximately 90% of the processed volume. These relationships grew from a personal approach, and any supply shortfalls tend to stem from vineyard sales rather than partner unreliability; the main risk is the loss of a high-quality vineyard site.

*Picture 3 – Guesthouse Bobule
 Source: Winery website*



The winery’s assortment consists mainly of white wines, while red wines account for approximately 15%. The main products include Pinot Blanc, Grüner Veltliner, Pinot Gris, and Rosé. The winery manages 5 ha of vineyards with around 14 varieties, such as Müller Thurgau, Sauvignon, Aurelius, Pinot Gris, Riesling, Pálava, Neuburger, and Saint Laurent. The production is based on gentle grape processing to minimise the need for chemical interventions. Harvest ideally takes place at lower temperatures; otherwise, the grapes get treated with sulfur dioxide or dry ice. After destemming, the grapes are pressed in a pneumatic press at controlled

pressure (yield 73–75%), cooled to approximately 5 °C, and settled. Fermentation takes place at a controlled temperature of 15–16 °C with selected yeasts suited to each variety. After fermentation, the wine is racked off the lees, optionally clarified and filtered, then matured to harmonise its sensory properties, and finally bottled.

The winery and guesthouses rely on family labour. The family handles most tasks in the vineyards, the cellar, and the guesthouses. Seasonal workers, mainly retired women, help during busy periods, and more external workers get involved during harvest. The winery also has experience with company-organised harvests as team-building events. Overall, it builds its activities on a personal approach to customers, authenticity of wines, and direct sales through short supply chains. In the future, it plans to increase the share of bottled wines, as they offer higher added value, and sees the rising import of cheap foreign wine as the main risk.

Picture 4 – Adámek Family Winery technology
 Source: Winery website



Reasons for Integrating into the Short Food Supply Chain

Adámek Family Winery has engaged in short supply chains primarily for economic, commercial, and strategic reasons. Direct sales enable higher added value than selling through intermediaries, while also ensuring the business’s financial stability through regular sales to a loyal customer base. This sales model proved effective, especially during the Covid-19 pandemic, when direct wine delivery helped maintain sales despite restrictions on normal operations. In-house distribution also reduces marketing and logistics costs, as wine deliveries are organised directly by the owner without the need for external services.

A key factor in participating in short supply chains is direct, personal contact with customers. This sales method strengthens trust and loyalty, allows quick responses to individual customer needs, and enables immediate handling of potential complaints. Customers appreciate the

personal approach, quality service, and family atmosphere, which leads to long-term relationships and frequent recommendations to new clients.

Short supply chains are also an important marketing tool for the winery. Direct customer contact, tastings, and experiential wine tourism contribute to brand building and promote wine as an authentic regional product. Linking sales with accommodation and experience-based services expands the winery's range and increases sales volumes.

From a logistical perspective, the winery's own wine delivery across the Czech Republic provides an efficient distribution method and ensures sales even outside the primary season. Strategically, short supply chains support the winery's independence, help preserve the traditional character of a family business, and strengthen the emphasis on the quality and origin of Moravian wine. At the same time, they offer a way to counter the pressure of cheap imported wines and maintain a stable market position.

Specific Way the Farm Engages in the Short Food Supply Chain: Customer segments, channels and customer relationships

Adámek Family Winery operates within a short supply chain mainly through direct customer contact, personal sales, and wine delivery. Its customer base is diverse. It includes families with children who seek accommodation in guesthouses and use the available facilities, but even more critical are larger groups without children, especially company teams, sports clubs, firefighters, or municipal offices. These groups usually stay for a shorter period, but their wine consumption during their stay is high.

A significant part of the clientele consists of guesthouse visitors who often return and with whom the owner builds personal relationships. These customers are interested in tastings, usually stay for two to three days, and represent up to 40% of all direct buyers. During the COVID pandemic, the winery began delivering wine regularly to this group according to a predefined schedule. This form of sales gradually became standard practice and today accounts for approximately 30% of customers.

Restaurants and wine shops also contribute to distribution, making up roughly another 30% of buyers. Customers purchase wine directly at the winery, or, to a lesser extent, at various cultural events.

Picture 5 – Adámek Family Winery meeting room
 Source: Winery website



Distribution is mainly through direct sales in the cellar (40%) and personal deliveries across the Czech Republic, both to customers (30%) and to restaurants and wine shops (30%). Communication with customers primarily occurs by phone, SMS, or e-mail. The winery has its own website and e-shop, but they are not used to their full potential due to the family's limited time capacity. Promotion also includes participation in cultural events and competitions, with awards displayed on wine labels. The business does not engage in targeted marketing; instead, it relies on personal recommendations and direct contact.

Customer relationships developed because of direct communication and a personal approach. Guests who visit the guesthouse or cellar often become regular buyers. The delivery system relies on stable collection points, where one selected customer coordinates orders from others in the area. Information about delivery dates and order deadlines flows via SMS. Customers collect the wine at agreed distribution points. Trust and loyalty are strengthened by promptly replacing goods in the event of complaints.

The winery's main activity is wine production and subsequent delivery to end customers. The business benefits from direct contact and the ability to bring wine directly to the customer's door. Wine quality and personal service are considered essential. Accommodation in the guesthouses is an integral part of the business, offering tastings, wine purchases, and additional services. The winery participates in selected cultural events and continuously modernises its technical equipment to reduce labour intensity and maintain wine quality. During harvest, it addresses the shortage of seasonal workers by involving extended family members or company groups through team-building.

Key partners include the family, which forms the main workforce in the vineyards, the cellar, and the guesthouses. Grape producers also play an essential role, as the winery depends on

them for 90% of its supply and for suppliers of winemaking materials. To obtain information about subsidy opportunities, the business cooperates with Local Action Group Znojensko and the Wine Fund.

The main revenue streams are cask wine (roughly 40%), bottled wine (30%), guesthouse accommodation (20%), and burčák (10%). The winery also receives subsidies, mainly for vineyard renewal and modernisation of technology. The most significant cost items include the purchase of grapes, which accounts for about half of total costs; bottling, corks, and labels, which account for about 15%; energy, also about 15%; and wages, at approximately 20%. The business aims to reduce energy expenses through the use of photovoltaics.

The owner identifies the import of cheap foreign wine and grapes as the main risk, although current customers prefer high-quality Moravian wine. Weather conditions affecting the vineyard also pose a significant risk, as does the family's own health, which is essential for maintaining operations. The winery does not actively seek new opportunities, but gradually experiments with the latest products, such as bottle-fermented sparkling wine (Frizzante), and adds small innovations to its offer each year.

Figure 1 – Business model Canvas
Source: Source: Author construct

Key Partners	Key Activities	Value Propositions	Customer Relationships	Customer Segments
<p>Family</p> <p>Grape growers</p> <p>Winemaking supplies suppliers,</p> <p>Local Action Group Znojensko,</p> <p>Wine Fund</p> <p>Cultural event organisers</p>	<p>Wine production, customer care, order delivery, guesthouse operation, participation in cultural events, investment in technology.</p> <p>Key Resources</p> <p>Purchased grapes (90%), family as a workforce, seasonal workers, modern technology, guest houses and cellars.</p>	<p>Direct contact with customers</p> <p>Personal approach, friendly atmosphere, quality vintage wines - emphasis on quality and traditional processing, barrel and bottled wines, accommodation and wine tourism (tasting).</p>	<p>Personal, direct contact, direct delivery, smooth exchange of goods, long-term relationships, recommendations among acquaintances.</p> <p>Channels</p> <p>Short supply-demand chains</p> <p>Direct sales in the cellar.</p> <p>Direct deliveries throughout the Czech Republic (SMS, e-mail, telephone) to end customers.</p> <p>Websites and e-shop (exist, but are little used).</p>	<p>Guesthouse guests:</p> <p>a) Families with children – weekly stay</p> <p>b) Larger groups without children – shorter stays (2-3 days), celebrations, team-building (40%).</p> <p>Customers from direct deliveries (private clientele) (30%)</p> <p>Restaurants and wine shops (30%),</p>
<p>Cost Structure</p> <p>Grape purchase: 50%</p> <p>Bottling (bottles, corks, labels): 15%</p> <p>Energy (partially covered by photovoltaics): 15%</p> <p>Wages: 20%</p>			<p>Revenue Streams</p> <p>Barrel wine: 40%</p> <p>Bottled wine: 30%</p> <p>Guesthouses: 20%</p> <p>Burčák: 10%</p>	

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