
Editorial

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Biographical notes: Ruth Rios-Morales is the Country Director for Switzerland of the EuroMed Research Business Institute. She holds a BSc in Economics, MSc in International Economics and PhD in Politics of International Business from the University of Ulster, UK. Before joining Les Roches-Gruyere, she taught international business at the School of Business Studies, Trinity College Dublin. She has also taught international business and finance in Universidad de Zaragoza, Spain. She has conducted advanced research in international business and finance. Her research has been acknowledged by UNCTAD and the World Bank.

Lorenzo Zanni had worked in different Italian universities, first as a Junior Professor in University of Molise, in 1989 to 1999, then as an Associate Professor in University of Florence, in 1999 to 2001. Since 2001, he is a Full Professor of Business Management at the University of Siena where he teaches marketing; international marketing, international management. His research interests focus on: small business and entrepreneurship; innovation; regional clusters and network organisations; international business and marketing. He is a Pro-Rector for Technology Transfer and Business Relationship of the University of Siena. In 2004, he was the editor of the book *Leading Firm and Wine Clusters*.

Wine production and consumption has traditionally been associated with Euro-Mediterranean countries. In the era of globalisation, the international wine scenario has been undergoing a radical change due to the entrance of non-traditional producing and consuming countries (Cox and Bridwell, 2007; Wickramasekera et al., 2009). Market analysis suggests there has been a stable growth of global demand for wine (15%) in the last ten years (Finance Bnet, 2010).

Forecasted trends entail that future global demand will continue to increase due to the growing demand in non-traditional consuming countries (Lee, 2009). This positive long run scenario could not avoid to face conjunctural crisis, as at present, that have a deep impact both on wine demand and supply. Nowadays, competition in the wine business is

strong and has been related to product evolution and market access (Gwynee, 2006). These market changes have given rise to a renewed structure of the global wine business and new competition rules that challenges both old and new producing countries (Smith and Mitry, 2007; Wickramasekera et al., 2009).

This special issue of the *International Journal of Business and Globalisation (IJBG)* is devoted to subject matters taken place in the wine business in the era of globalisation; in particular focusing on issues that are arising in terms of strengths and weaknesses, threats and opportunities for new and existing wine companies. The special issue consists in a selection of ten papers from authors that had responded to the call for papers; the paper received came from 18 different countries and they were reviewed by a team of academic reviewers specialised in the field of wine business coming from 12 different countries.

Many aspects of wine business and globalisation were analysed adopting different methodologies (literature review, case studies, surveys, factor analysis, financial analysis, etc.) and focusing the attention on different unit of analysis (industry, country, regional cluster, firm, and customer). Both authors and reviewers reflect different wine cultures: some of them belong to 'old world' wine countries, where the role of tradition, winemaking long history and terroir is more often emphasised; some others belong to 'new world' wine countries, where the role of science, marketing and winemaker strategies are in general considered critical (Anderson, 2004).

This *IJBG* special issue is opened by the paper entitled 'Internationalisation drivers in the wine business: a RBV perspective' written by Cristina Santini and Samuel Rabino. The paper examines some theoretical aspects of globalisation in the wine business, in particular the internationalisation process through a resource-based view perspective. A systematic analysis of the literature review about internationalisation in the wine business is provided, together with the description of the major changes occurring in the wine industry. The analysis of previous researches permits to highlight what are the main forces that determine international orientation within wineries and what are the resources that define wineries' international orientation. Contributions concerning the 'state-of-the-art' in the wine literature are precious because the majority of the works received are empirical analysis and a well-defined theoretical framework in the wine industry is still missing.

The next three papers analyse the entrance in the global arena of new emerging producer countries and markets, a phenomenon which have redesigned a new competitive scene in the wine sector.

The article 'Viewing cross trends and strategies in China: competition within the global wine market' by David E. Smith, Darryl J. Mitry, Per V. Jenster and Steven Fleisher focuses on China's wine market and the role of China in global competitive strategies. The authors describe the entrance of global wine suppliers in the Chinese market for gaining a market stronghold in a rapidly growing national economy. At the same time, the growth of China's wine producers has been analysed: new Chinese ventures have expanded their own wine production and marketing of products. New foreign players enter in the China market and foreign direct investments of local players begin to emerge. These cross trends in China and the implications are explored while examining China's marketplace and competition under open global markets.

The paper entitled 'The influence of resources on the internationalisation process of clustered wine companies' by Aurora Carneiro Zen, Jaime Evaldo Fensterseifer and Frédéric Prévot proposes an international comparative analysis of two wine clusters. The

importance of local/regional factors in firms' international competitiveness is recognised in the literature, but few studies have investigated the relationship between clusters and the internationalisation process of clustered firms. The paper goal is to identify the resources generated by the cluster and analyse their influence in the companies' internationalisation process in the case of the wine industry. An international comparative case study analysis was carried out on two wine clusters: Provence, in Southern France, and Serra Gaúcha, in Southern Brazil. Authors adopt as analytical framework the resource-based theory to support the theoretical proposition that the cluster may have an important impact on companies' competitiveness and their internationalisation process. The results confirmed that cluster resources have influenced the wineries' internationalisation in the two clusters. In Serra Gaúcha, the main cluster resource was 'Horizontal cooperative relations among the region's wineries', whereas in Provence the predominant resource was the 'region's reputation'. The article contributes to the theoretical debate on the internationalisation of clustered companies and suggests the application of the RBV theory to identify the competitive advantages of a cluster and what are the critical resources which more impact on the internationalisation process.

In the paper 'Globalisation and the wine market: developments in the small Albanian context' by Francesco Scalera and Dashamir Elezi, the emergence of new wine players in the East of Europe is analysed one of the effect of globalisation is the overcoming of former international trade barriers after 1989 due to the collapse of the 'Berlin wall'. The result is an increased heterogeneity of a group of new wine countries in Europe (particularly in the Balkans) with an increase fragmentation of production and, at the same time, the emergence of new types of businesses at all levels of the supply chain. The authors analyse the evolution of the wine competitive scene to understand what currently could influence the strategies of a new small-scale producers such as Albania. In collaboration with the Albanian Sommeliers Association, the work analyses the data available on domestic wine production, on the kind of product made as well as on the main markets in which it is placed; the goal is to identify the types of wines to be produced in the future, the right kind of corporate organisation to be chosen, and the most appropriate marketing strategies to be adopted by Albanian producers to enhance the local product at an international level.

Justin Cohen, Larry Lockshin and Byron Sharp are the authors of the next paper titled 'A better understanding of the structure of a wine market using the attribute of variety'. The research explores buying patterns in the Australian retail wine market, a complex and potentially highly fragmented product category. The study utilises revealed preference data obtained over a three-year period from members of a loyalty programme from an Australia-wide high-end retail chain. It addresses the question of whether product attributes (such as variety, region of origin, country of origin, Australian state, etc.), better describe the structure of this market. The attributes are evaluated using 'observed' performance measures and three different methods ('double jeopardy' phenomenon, polarisation, duplication of purchase law) are utilised to stratify the market. The market is classified by variety into managerially useful segments of 'excess loyalty', 'niche' and 'change of pace' behaviour. As results, the authors overcome the myth of a separate white and red wine category, and demonstrate the more enhanced value of exploring the Australian wine market based upon these attributes rather than by brand alone. The research confirms the importance to analyse the evolution of wine consumer behaviour at a global level and the emerging role of Australia in attribute-based wine market research.

The following five papers explore different driving forces of the global wine industry like: the system of innovation that could support firm development strategies; the more effective financial and business models that could permit to overcome the actual crisis; the ecological strategy and good environmental practices that permit to carry on a 'sustainable' process of development; and the importance of related business (as wine tourism) which could enforce the firm competitive advantage worldwide.

The paper 'Toward a sectoral system of innovation for local wine sector' by Valentina Ndou, Pasquale Del Vecchio, Giussepina Passiante and Laura Schina analyses the innovativeness and competitiveness of the wine business in a specific local area adopting the perspective of the 'sectoral system of innovation' (SSI). Based on three case studies, the paper addresses the main factors that affect the competition of wine business and the strategic guidelines for enhancing the competitiveness of local wines productions on the global markets. Authors first present the main literature review regarding the most important features and dynamics of the wine business environment and the SSI theory framework. In the second part, they discuss the result of the case studies and the implications of SSI for the novelty and international competitiveness of the wine business. In particular, the main determinants of the growth of local wine business analysed are the following: the adaptation to the changing customers' behaviour; the carrying out of R&D activities; the collaboration and networking; the importance of clear and not too rigid institutions and regulations system.

The next two papers concentrate the attention on the existence of different business models inside the wine industry and adopt a financial methodology to analyse business performance and to understand how the firms are facing the recent crisis.

The paper 'Why and how some wine SMEs resist to the crisis?' wrote by Pierre Mora and Manzoo Akhter analyse the French wine business. In France, wine firms appear stronger than other traditional SMEs; they are strongly export oriented and, consequently, they were more affected by the global crisis which began in 2008. The financial analysis carried on by the authors let them say that the impact of crisis on the different level of the wine industry was not the same in France: wine producers (with real estate) were more affected than merchants of diversified wineries. In the period 2005 to 2008 did not emerge a clear correlation between export activity and the size of the SMEs analysed (regarding turn over, manpower, shareholder equity). The wine sector seems to have better resisted than similar French SMEs in different industries. Inside the wine sector, the authors underline the existence of four business models which were more resistant to the crisis as far as their export performance was concerned; moreover, they show three groups of reaction in terms of marketing strategies.

The paper titled 'Wine business in a changing competitive environment – strategic and financial choices of Campania wine firms' by Matteo Rossi, Demetris Vrontis and Alkis Thrassou analyse the Italian wine industry focusing the attention on a specific region in the South of Italy (Campania). Based on a survey of 180 companies and on extensive secondary data, the research analyses the degree and nature of performance in the strategic development process of the wine firms in that region. The findings show that in the new competitive scenario many Italian wine firms still bear structural weaknesses and are incapable to realise an optimal strategic process, with negative reflex on performance. On the other hand, in the regional context, there are some successful firms, able to develop and implement competitive and marketing strategies, suitably adaptable to the sector changes. The main characteristic of these successful firms lies in their

marketing approach and specifically in their ability to understand and predict market trends and to adopt appropriate and timely strategies. These researches underline too the existence of different business models inside the Italian wine industry that explain the differences in financial structures, performance and business strategies, both locally and internationally.

In the paper ‘Good environmental practices in a traditional wine producer: an opportunity for global competition’ Virginia Barba-Sánchez, María Pilar Martínez-Ruiz, Ana Isabel Jiménez-Zarco and Phil Megicks analyse the importance of a sustainable ecological strategy considering a Spanish case study. The study analyses, from a multidisciplinary point of view, the potential effects of good environmental practices on strategic behaviours in the wine industry, as well as their ecological and economic results. A Spanish wine cooperative group has been analysed to understand their ecological strategies and good environmental practices. The results show that managerial commitment has been the main promoter of good environmental practices, mostly those that are easy to apply, demand low economic costs, and allow for improvements in the productivity and quality of the products. The study contributes to know better what are success factors for environmental strategies in the wine industry, a topic that seems to become a critical variable in the future global wine market.

The last paper entitled ‘Wine tourism: a business opportunity for winemakers’, wrote by Alessandra Mancino and Olga Lo Presti focuses the attention on a related business (as tourism) that is critical to understand the competitive advantage of a wine region. In recent years, wine tourism registered a significant growth all over the world and had positively contributes to the sustainable development of tourism destination. This is particularly true in Southern Italy, where there are excellent wine productions and a wide concentration of historical resources with great value in terms of cultural and natural heritage. Wine makers have understood the potential of tourism and have recently used it as a vehicle to diversify their businesses and to increase sales. The paper analyse the role of wine tourism in Campania region, in both quantitative and qualitative aspects, to understand firm strategies and to identify possible public action to promote and support further development of regional tourism. The research, based on an empirical analysis at a regional level, has investigate the attitude of firms towards wine tourism. The research results provide evidence that in Campania wine tourism is a settled phenomenon and most of the wine players recognise wine tourism as an opportunity for their firm to grow. Nevertheless, the analysis evaluates the qualitative aspects of the wine tourism development and provides evidence that wineries do not fully take advantage of this opportunity.

We believe this special issue will enhance our understanding of recent development and changes taken place in the global wine business scenario. From the analysis of all the papers received, it is not possible to identify in the global wine sector a well-defined success strategy or an emerging successful business model. In the international markets could compete different firms (large multinational corporations, medium-size national players, small local players); regions and clusters could adopt different strategies to reach an international competitive advantage; nations can follow different footpath of development in the wine business coherent with the resources available and the different life cycle of their market. As observed by Porter (1990) while globalisation of competition might appear to make the national differences less important, instead it seems to make it more so.

We would like to thank the EuroMed Research Business Institute, the Academy of Wine Business Research (AWBR) network and Leo Dana for the assistance and support in the review process of this *IJBG* special issue.

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