

***From the Land of Kansas:  
A Case Study of an Emergent Wine Region***

Matthew Cole<sup>1</sup>  
Susie Pryor  
Taylor Thompson  
Amanda Walter

*Contact information:*  
Susie Pryor  
Assistant Professor of Marketing  
School of Business  
Washburn University  
Topeka, Kansas 66621 USA

---

<sup>1</sup> All authors contributed equally in this project and are listed alphabetically.

***From the Land of Kansas:  
A Case Study of an Emergent Wine Region***

**Introduction**

Negev, Galilee, Macedonia, Bordeaux, Champagne, Barossa Valley, Napa Valley, Swartland. The story of wine is writ in the wine regions and wine markets of the world – both ancient and modern. It reflects a rich tapestry of tales of piety and celebration, of religious fervor and military domination, of entrepreneurial effort and economic expansion. It is as much a story of endurance as one of passion. Wine has withstood the travails of time, including wars, plagues, and environmental and economic catastrophe. Its story traces the social and cultural development of mankind. Although it encompasses many different developmental trajectories, it also suggests a pattern that is identifiable globally.

Historically, the wine industry has developed through the sustained efforts of individuals working in close proximity to one another. The result has been the emergence of distinct wine regions. This is both pragmatically and theoretically important. This pattern is explicitly reflected in the construction of appellations and implicitly in the concept of *terroir*. Both the industry and consumers understand wine as a product that is embedded in and inseparable from its place of origin.

Much has been written about the marketing implications of country-of-origin effects (Agrawal & Kamakura, 1999; Balestrini & Gamble, 2006; Bilkey & Nes, 1982; Hamlin & Leith, 2006; Min 1989; Okechuku 1994; Papadopolos & Heslop, 1992; Peterson & Jolibert, 1995; Verlegh & Steenkamp, 1989). Recent scholarship has considered more narrowly the managerial implications of regional patterns of development in the context of both wine (Fensterseifer, 2007) and whisky (another symbolically important beverage with a rich history; Martin & McBoyle, 2006).

The purpose of this paper is to contribute to marketers' understanding of the range of issues emergent wine regions may face. We report the preliminary results of an on-going case study of such a region as an exemplar, reporting findings in terms of initial issues encountered at various points along the value chain and providing direction for the development and coordination of marketing research.

This paper is organized as follows. We first discuss the analytical levels at which the wine industry may be viewed. Second, we identify some of the benefits of regional (later in this paper referred to as 'meso-level') analysis. Third, we describe the methodology employed. Fourth, we present our preliminary findings. Finally, we discuss implications for individuals involved with the development of emergent wine regions, including economic development offices, grape growers, and wineries.

**Background**

Perhaps one of the greatest unique strengths of the body of scholarship on wine is the extent to which it offers insights on a broad range of topics at differing levels of analysis. In sociological terms, these are described as macro-, meso-, and micro-levels. At the macro level, for example, we know much about the global wine industry and current trends in both production and consumption. Meso-levels are more varied, but may include nations (e.g., Chile), states (in the case of the United States), and regions (e.g., Napa Valley). At the micro-level are investigations of individual wineries and vineyards and theoretical constructs that have the

potential to offer insights into best practices for firms, large and small. This paper is concerned with meso-level analysis.

There are many benefits to a meso-level approach to research. By focusing on the region, we in effect control for variables such as country-of-origin. But perhaps the most significant benefit is that regional studies may create knowledge that is largely generalizable to a broad set of industry practitioners. For example, Californian wine makers and grape growers can relatively easily identify and access studies that describe the historical development of the state's wine industry (Geraci, 2004), anticipate trends (Geraci 2004, Peters 1984), and analyze effects of individual factors on performance (Benjamin & Podolny, 1999; Morton & Podolny, 2002). Moreover, there is evidence in the United States that the wine industry continues its historical pattern of development and researchers made add value to this process.

At the heart of the U.S. wine industry are more than 23,000 farms; 90% of these are smaller than 100 acres. Many are family-owned, multi-generational firms (MKF Research, 2007). While these are individually owned and operated, the most prominent of these have historically been located in California, which by the 1980's had claimed a leadership position in the wine industry (Geraci, 2000). It is possible to align the growth of the Californian market with the growth of urban markets in general and rising consumer income, just as it is possible to correlate growth in the overall industry with changing social attitudes and a new generation of entrepreneurs (Geraci, 2000). The California wine market, then, and others like it may be culturally and socially embedded.

Across the United States, there are currently numerous regional initiatives seeking to replicate the Californian experience and stimulate and enhance fledgling wine regions. Individual U.S. states have increasingly grasped the potential implications in terms of economic gains. (This is true elsewhere in the world, as well. The increasing volume and value of wine tourism is becoming a global phenomenon [Getz & Brown, 2006]). The overall impact of the production of wine, grapes, and grape products on the American economy is estimated at over \$162 billion and the wine industry produces and maintains over 1.1 million jobs and wages of over \$33 billion annually (MKF Research, 2007). The industry is credited with not merely producing solid economic returns but also preserving agricultural land, revitalizing rural communities, and enhancing the overall quality of life. Moreover, wineries have proven to be popular tourist attractions, drawing some 27 million visitors and providing the basis for increased patronage of local hotels, retail shops, restaurants and travel agencies (Gross, 2007). Hence, many states have sought to develop "farm wineries" as a means of fostering economic growth and tourism. As a result, grape production in the United States has increased by 5% since 2003. The total crop value has increased by 15%, primarily due to rising values for winegrapes and raisins (MKF Research, 2007).

Many of these emergent wine regions lack the resources to independently produce marketing research. In this paper, we examine issues of interest to these emergent wine growing regions, report preliminary findings of a case study of an emergent wine region in the Midwestern United States, and suggest a research agenda for specifically approaching wine research at the meso-level.

## **Method**

### **Context**

The state of Kansas is like many Midwestern U.S. states, boasting a significant rural economy, maintaining historic ties to wine production, and currently pursuing initiatives to stimulate growth in this area. Despite the fact Kansas is economically sustained by its agriculture industry and is globally recognized for its wheat, corn, and beef production, it had largely abandoned winegrape production during the U.S. prohibition years (1920-1933). Over the past decade, however, individual entrepreneurs have begun to emerge. Today, Kansas has more than 90 vineyards and 15 wineries. Like other states with fledgling wine industries, Kansas grapples with marketing concerns ranging from product and brand development to distribution. We undertook to examine Kansas' experience from a variety of perspectives along the value chain. We approached this case study by employing multiple research methods to generate a body of preliminary findings concerning producers, retailers, and consumers.

### Case Study

The case study method is one of the oldest and most important in social research (Jocher, 1928). It is a systematic process through which data is gathered and interpreted in order to explore a specific case of a phenomenon. Consistent with prior research in marketing, we used multiple methods and data sources (Otnes, Lowrey & Shrum, 1997) to uncover a range of relevant issues from a host of perspectives. In the following table, we provide an overview of the methods employed, the samples utilized, and the limitations inherent to each.

**Overview of Specific Methods Employed Across Value Chain**

<b>Date</b>	<b>Focus</b>	<b>Point on Value Chain</b>	<b>Method</b>	<b>Summary Sample/data features</b>	<b>Limitations</b>
Spring 2006	Consumers' perspectives on Kansas farm wineries	Consumption	Participant observation; field interviews and field notes; photographic data	Interviews, N=30 Hours in field, 16	Limited hours in field; occurred at single start-up vineyard
Fall 2007	Consumers' perspectives on one Kansas wines	Consumption	On-line survey	Distributed via MySpace, Facebook, on-line forums, N=203	Only distributed on-line, affecting likely participants in study (younger consumers)
Fall 2007	Experiential aspects of wine business ownership; challenges and impediments related to wine production in Kansas	Production	On-site semi-structured interviews	Producers of Kansas wine grapes, N=3 and Kansas wines, N=3 Ranged from 30 – 45 minutes in length	Limited number of interviews, focusing very narrowly on understanding start-up phase of ventures

Fall 2007	Retail merchandising of Kansas wines	Distribution	On-site semi-structured interviews	Retail liquor store owners or managers, N=10	Interviews in only one metropolitan area of Kansas
Fall 2007	Retail merchandising of Kansas wines	Distribution	Non-participant observation	Retail liquor stores, N=10	Observation occurred in the stores of the 10 informants' utilized, so again, limited to a single metropolitan area
January 2008	Validation of results		Presentation of results, Q&A session, individual and informal discussions with key producers in the state	Presented results to annual conference of Kansas grape growers and wineries, a varied audience representative of a broad spectrum of the Kansas industry	All feedback was face-to-face and might, therefore, have been less critical than we might otherwise have received with an anonymous process

### *Consumption*

Three methodologies were employed to collect primary data that captures perspectives of Kansas consumers regarding the Kansas wine industry and its product. First, field interviews were conducted with Kansas consumers engaged in planting activities at a start-up vineyard. These consumers were viewed as potentially strongly committed to the industry and therefore useful as key informants. Informants were asked to describe their motives for participating in planting vines, their ties to other actors who participated and to the vineyard owners, the amount of time spent at the vineyard at the focal planting event, benefits they realized, satisfaction with the event, their own outside interests and activities normally engaged in, and plans to attend future vineyard activities. This technique resulted in thick description of the issues from the informants' perspectives. It enabled the interviewer to explore motivations and explanations for behaviors of interest, and uncover new insights and issues (Berg 1998; Lofland & Lofland, 1995). The following table depicts informant characteristics.

### Informant Characteristics

Name <sup>a</sup>	Characteristics <sup>b</sup>
Rob	Male, 80's
Nick	Male, 30's
Tom	Male, 40's
Debra	Female, 40's
Kelli	Female, 20's
Rick	Male, 30's
Anderson	Male, 40's
Wes	Male, 60's
Anne	Female, 70's
Dan	Male, 70's
Ron	Male, 30's
David	Male, 50's
Justin	Male, teen's
Mike	Male, 40's
Matthew	Male, 40's
Luke	Male, 40's
Laura	Female, 40's
Diane	Female, 30's
Ed	Male, 50's
Pauline	Female, 40's
Patrick	Male, 40's
Andy	Male, 20's
Kevin	Male, 20's
Norma	Female, 20's
Ellie	Female, 20's
Patricia	Female, 40's
Beth	Female, 30's
Emily	Female, 60's
Lynne	Female, 40's
Teah	Female, teen's

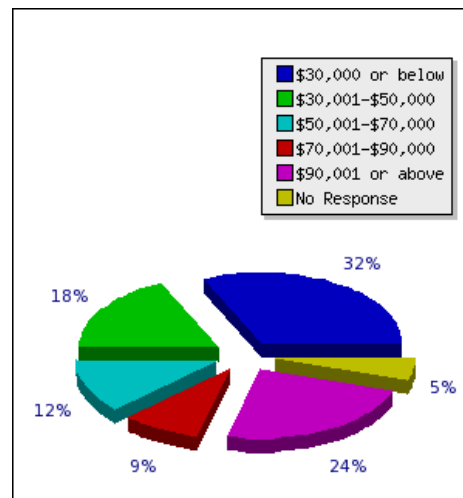
<sup>a</sup> All names are pseudonyms.

<sup>b</sup> Sex and approximate age

Second, two researchers joined consumers in a day of planting two thousand vines. Data in the form of field notes, field interviews, and photographs were collected. Following Emerson, Fretz and Shaw (1995), field notes from participant observation reflect both a thick description of the interaction and setting and my impressions. Field notes were recorded during and immediately after the day's activities. They include both objective and subjective notations, to develop a thick description that reports meanings, intention, and relevant relational, interactional, and situational processes in a detailed manner and hence creates the conditions for interpretation and understanding (Denzin, 1997).

The third method included use of an on-line survey, ostensibly designed to measure the effects of wine packaging on consumer decision making was used to gather information from a broader base of consumers. In order to complete the survey, respondents had to be 21 years of age and had to have consumed wine at least once in the previous year. Failing to meet one of these requirements automatically eliminated respondents; results from analysis. The survey was distributed via e-mail, facebook.com, myspace.com, and various online forums. In total we had 203 completed surveys from eligible respondents. Respondents ranged from 21 to 73 years of age. Sixty percent were female and 40% were male. Household income varied as depicted in Figure 1.

**Figure 1**



### ***Production***

In order to capture viewpoints unique to producers, we conducted a series of both depth interviews (N=6) and less formal field interviews (N=6) with key informants among Kansas wine and grape producers. These captured insights from six of the 15 existing wineries and six additional individuals who cultivate grapewines for the production of Kansas wine products. Depth interviews were semi-structured and in each case were conducted by a pair of researchers. In each interview, the informant was encouraged to specifically (1) share highlights of their own experiences as a wine or grape producer and (2) identify challenges and impediments to growth in the Kansas wine industry. Roughly half of the interviews were conducted at the informant's winery; the remaining were conducted at the 2008 annual conference of the Kansas Grape Growers and Winery Association (KGGWA). In addition, we subscribed to a listserv maintained by the KGGWA and read these communications to gain insights into views held by individual members and themes and values collectively held by the group.

### ***Distribution***

Two methodologies were used to examine retailer attitudes and behaviors. We initially conducted depth interviews with ten managers or owners of Kansas retail liquor stores. As in the case of producers, each interview was semi-structured and each was conducted at the retail store. Retailers were asked to (1) describe their merchandising of Kansas and non-Kansas wine products and (2) their underlying views about Kansas wine products and the Kansas wine industry. In addition, non-participant observational methods were employed and site visits were

made at each of the ten stores to collect additional data about the merchandising of Kansas (and, relatedly, non-Kansas) wines.

### **Analysis and Interpretation**

The interpretation of qualitative data requires that the researcher transform the data into theoretically useful knowledge. Data analysis followed McCracken (1988). This process encompasses five stages with increasing levels of generality, progressing from factual understanding to construction of themes to a final synthesized thesis. Moreover, to accurately represent the lived experiences of the participants studied, steps are taken to insure the validity of interpretations. This study attempted to draw upon the researcher's insights but used verification procedures to guard against effects of potential biases, due to researchers' and informants' personal characteristics and orientations and their relational dynamics (Stewart, 1998). Several key informants and the vineyard owners reviewed the findings and provided member checks (Belk, Sherry, & Wallendorf, 1988; Lincoln & Guba, 1985).

### **Findings**

#### **Consumption**

News reports and industry and consumer informants remark on Kansas consumers' demonstrated and growing commitment to this infant industry, consuming local wine products and contributing to the development of small vineyards. Small wineries are pressed to meet current demand. Moreover, vineyards report that Kansas consumers have been instrumental in developing these wineries, providing voluntary, unpaid labor, resulting in considerable cost savings to these start-up enterprises (Pryor & Grossbart, 2007).

The data we collected suggest varied and complex underlying consumer motivations for this support. Qualitative data in the form of field interviews with informants reveal that consumers seek experiential consumption opportunities and a sense of belongingness. Both of these may be found through the activities and events ancillary to production and consumption of Kansas wines. For example, consumers can participate in grape picking, planting vines, winery tours, and wine tastings. However, these activities and events require consumers to directly interact with vineyards. Many of the consumers who report enjoying these wine-related experiences do not report purchasing Kansas wines with any regularity through retail liquor stores.

The quantitative data collected through the on-line survey suggested, however, that in retail settings these same consummatory motives would not be a factor. Preliminary findings show robust region or country-of-origin effects. In response to a set of choices including wines from mature wine producing regions (California, Italy, Australia) and emerging wine regions (Chile<sup>2</sup> and Kansas), consumers preferred wines from mature regions, as follows: California (N=63), Italy (N=57), Australia (N=51), Chile (N=19) and Kansas (N=13).

Taste, price, and the description provided at the point of purchase significantly influenced consumer decisions. Other marketing factors such as packaging (bottle shape and label) had no significant effect.

In addition to providing additional ideas about the factors which affect Kansas consumers' wine purchasing behaviors, we also attempted to provide preliminary data regarding purchasing behaviors. Twenty percent of respondents reported purchasing wine at least once a week, 26% once a month, and 42% several times a year. Seventy-seven percent of respondents reported consuming three or fewer bottles of wine each month and 23% reported consuming

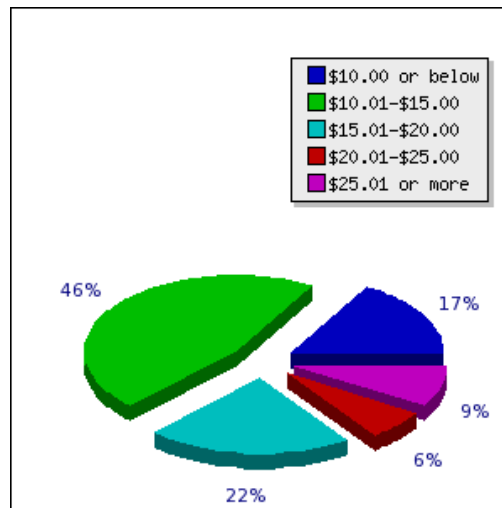
---

<sup>2</sup> While Chile is included in what is referred to as the New World wine producing countries, the country boasts a long tradition of grape growing and wine making.



more than this quantity. Respondents were also asked to report the average price they typically pay for a bottle of wine. The predominant price range specified (46% of respondents) was between \$10 and \$15 per bottle. Figure 2 presents the overall results.

Figure 2



Finally, respondents were asked to report their consumption and purchases of Kansas wines. A full 48% of respondents had consumed Kansas wines and 34% had purchased Kansas wine.

Few statistically significant relationships among the variables were found in the data set. Women, however, were found to purchase wine more frequently than men (18.677) and to be less price sensitive ( $X^2 = 19.459$ ).

### Production

Producers of Kansas winegrapes and wines naturally differ in their viewpoints at the individual level. However, it is possible to discern several areas that are particularly important.

**Regulatory issues.** The overwhelming concern expressed by growers and winery owners was that Kansas liquor laws unnecessarily restrict and inhibit distribution of wine. Kansas utilizes a three tiered distribution law, meaning that producers have to sell to distributors who sell to the retail stores. The implications for Kansas wineries are viewed be a huge burden on small wineries who have difficulty attracting and satisfying the quantity demands of distributors. Producers were not entirely in agreement, however, regarding the scope of the issue. Larger, more successful wineries, for example, suggest that current distribution processes are adequate and not particularly unfavorable to Kansas wines. Smaller growers and wineries, however, hold the view that distribution laws and practices work against these firms. They suggest that Kansas laws are idiosyncratic, difficult to understand, and inconsistent with laws in states that foster healthier wine industries.

Larger firms are more likely to point to other regulatory issues. For example, the state requires that 60% of the grapes used in the production of Kansas wine be grown in the state. This is problematic for larger firms due to the relatively small number of grapes grown in-state and also leaves firms vulnerable to unpredictable and uncontrollable factors, such as weather.

Other common specific complaints included lack of state assistance programs for fruit growers and poorly conceived state-level marketing initiatives. Kansas was perceived to: (1)

geographically concentrate key marketing activities (2) fail to purchase advertising in relevant media outlets, (3) fail to create Winery Trails, (4) fail to promote the industry by serving of Kansas products at major events, and (5) in some cases actually advertise competitor products (e.g., serving Californian wines at state-sponsored events).

**Retail relationships.** Larger firms professed greater knowledge of retail practices and the necessity to provide retailers with support in the form of merchandising materials and displays. There was, however, largely an absence of effective and systematic practices in this regard, across most wineries. Some wineries also remarked on difficulties associated with “selling” wine to retailers, who were perceived as time poor.

**Product development.** Most grape growers and wineries expressed the view that more work needs to be done to provide the Kansas grape grower with reliable information about grape varieties, soil, and production processes. Most grape growers spoke of conducting their own relatively extensive research in this area and many voiced concerns about their own decision making processes and duplication of effort.

### **Distribution**

In this study, retailers emerged as a potentially significant factor in the success or failure of this immature industry. Retailers professed and demonstrated a relative lack of both knowledge and commitment to Kansas wines. Many conceded their role in terms of the promotion of Kansas wine products to distributor’s sales reps. Retailers looked to distributors for merchandising materials and advice. Those retailers who did promote Kansas wines did so of their own initiative. A defining factor may be the experiences and underlying beliefs held by key retailers. Several of the retailers in this study remarked on their belief that Kansas wines were an inferior product in terms of taste and shelf life. It is important to note that this is merely an expressed belief. Most of the retailers interviewed had tasted a single Kansas wine; and many of those enjoyed that wine. However, there was a propensity among liquor retailers to consider that tasting an anomaly. Many had simply formed an impression concerning the Kansas wine product. Several admitted to having turned down opportunities to taste Kansas wines and/or visit Kansas wineries, citing lack of time. Table 1 in the appendix provides an overview of this case study’s findings as they relate to retailers.

### **Discussion**

Collectively, the findings of this case study suggest that specific challenges confront wineries and vineyards in emergent wine regions. It is possible to identify three very key areas for concerted effort by the industry including: (1) focused attention on regulatory practices, processes and laws, (2) keen attention to product development, and (3) development of coordinated marketing initiatives.

Regional regulation has both real immediate and potential effects on the successful launch of wine regions. The robust effects of politics, regulation and distribution have been noted in prior research across disciplines (cf, Heien & Sims, 2000; Moran, 1993). In fact, consideration of the effects of state liquor laws has a very long history in the United States (cf, *Economic Localism*, 1959). In this case study, distribution laws and practices by distribution firms emerged as key to success. Although changing laws might be difficult, influencing key distributors and retailers might be more easily achieved. Specifically, this industry should focus on strategically selling the concept of Kansas wines to the distribution channel. Traditional marketing logic would suggest personal selling and sampling initiatives. It is unfortunate that retailers view themselves as time poor. This, admittedly, makes the foregoing strategies more problematic.

However, since Kansas wine production is low relative to demand, it may be possible for the Kansas wine industry to identify and target a few key distributors and retailers.

It is important that producers work aggressively to facilitate acceptance of their products by the supply chain. From the retailers' perspective this includes (1) providing merchandising support in terms of point-of-purchase displays and information about products and product usage and (2) reduction of risk, by allowing retailers to return unsold product or exchanging it for "fresh" product.

While not all producers objected to Kansas distribution laws, this is certainly an area which should be addressed by the collectivity of interested parties in this industry. The perception that Kansas laws are unfavorable is certainly a very real source of tension and has the potential to negatively impact both existing businesses and start up rates. During the course of this case study, a well known and established vineyard closed its doors, citing frustration with existing distribution laws.

In this same vein, it is important for wine regions to establish effective relationships with legislative bodies. In addition to controlling distribution laws, the state of Kansas has at its disposal considerable marketing resources and is committed to the promotion of agritourism and value-added agricultural products. In fact, it has incentives in place for firms that co-produce with "The Land of Kansas." In this case study, relationships between parties were perceived as strained and/or nonexistent, from the perspective of producers. This has led to a dissatisfaction with state promotional endeavors and has forestalled maximally effective initiatives. Lobbying the state for exceptions to Kansas grape content quotas that provide for latitude when Kansas grape supplies are exhausted is a critical strategy.

The second area of concerted effort should be that of product development. Producers admit that due to complexities concerning grape varieties and soil and water issues as well as external market factors, this is an area that demands additional research. Further, an overwhelming number of respondents in our survey cited taste as *the* most influential factor in wine purchase decisions. Kansas wine producers, therefore, must focus attention on developing a good product, facilitating processes through which consumers have access to tasting this product, and developing marketing strategies which highlight product quality and taste.

Finally, and related to many of the above ideas, emergent wine regions should thoughtfully develop their marketing mix and strategically coordinate their marketing efforts. The consumer data suggests that Kansas wineries should position their products to appeal to female consumers and price these at or below \$15.00 per bottle. Consumers are also demonstrated to be sensitive to the wine's origin. This does not work in favor of Kansas wines. Therefore, these wineries should take care to avoid focusing the consumer's attention on the wine's origin. This may mean that Kansas wines are better situated among other domestic wines in retail settings. In addition, wineries may wish to forego participating in the state's "From the Land of Kansas" program, which offers incentives to state business that prominently display this Kansas logo on their products.

Studies of the coordination of marketing on the Scottish Malt Whisky trail (MWT; Martin & McBoyle, 2006) suggest that this will entail integrating the needs and views of constituents that are both complementary and competing. The MWT also has variable entities, in terms of sales, resources, and objectives. Its marketing mechanism incorporates both for profit firms and government entities. In these senses, it provides useful guidance. The Kansas winery industry has successfully begun the process of formalizing relationships among firms through the

Kansas Grape Growers and Wineries Association. It needs to further this by formalizing participation by other interested publics and depersonalizing processes (Flora & Flora, 1993).

This case study produced a set of insights useful to the Kansas wine industry, but the findings are exploratory. While they are not immediately generalizable to other contexts, they may be indicative of the types of issues confronting other, emergent wine regions. Moreover, this study supports the case for further meso-level analyses in wine research and other scholars' work on wine clusters and wine regions (cf, Aylward & Glynn, 2006; Cholette, 2004; Getz & Brown, 2006; Lockshin, 2005). The authors' own research is on-going and currently includes depth interviews with several state agencies, including those who control liquor, product content and distribution laws, regulation of water resources, and promotional funding. Additional research is needed in other contexts that examines issues including how wine regions manage cooperative activities, factors that influence the success of tourism in these regions, and consumer understanding of specific regions, among others.

The individual findings of this paper largely support dominant thinking in marketing research and in the field of wine research. (They do, however, support a particular approach to wine research at a particular analytical level.) The key contribution of this work is largely, therefore, conceptual and methodological. The research suggests that marketplace interactions among consumers, producers, and distributors are complex, multi-faceted, and fraught with tensions and, as a result, lends itself to more and increasingly complex sociological methods of understanding.

## REFERENCES

- Agrawal, J & Kamakura, W.A. (1999). Country of origin: A competitive advantage? *International Journal of Research in Marketing*, 16 (4), 255-67.
- Balestrini, P. & Gamble, P. (2006). Country of origin effects on Chinese wine consumers. *British Food Journal*, 108(5), 396-412.
- Belk, R. W., Sherry, J. F., Jr. & Wallendorf, M. (1988). A naturalistic inquiry into buyer and seller behavior at a swap meet. *Journal of Consumer Research*, 14(March), 449-470.
- Berg, B. L. (1998). *Qualitative research methods for the social sciences, 3rd ed.* Needham Heights, MA: Allyn and Bacon.
- Bilkey, W.J. & Nes, E. (1982). Country-of-origin effects on product evaluations. *Journal of International Business Studies*, 13(1), 89-99
- Benjamin, B. A. & Podolny, J. M. (1999). Status, quality, and social order in the California wine industry. *Administrative Science Quarterly*, 44(3), 563-589.
- Economic localism in state alcoholic beverage laws: experience under the twenty-first amendment. (1959). *Harvard Law Review*, 72(6), 1145-54.
- Emerson, R. M., Fretz, R. I. & Shaw, L. L. (1995). *Writing ethnographic fieldnotes.* Chicago, IL: University of Chicago Press.
- Fensterseifer, J. (2007). Strategic resources and sustainability of competitive advantages in wine clusters: an analytical framework. *Proceedings of the international workshop on Chinese wine market and wine-related products.*
- Flora, C. B. & Flora, J. L. (1993). Entrepreneurial social infrastructure: a necessary ingredient. *Annals of the American Academy of Political and Social Science, Rural America: A Blueprint for Tomorrow*, 529(September), (September), 48-58.
- Geraci, V. W. (2000). The family wine-farm: vintibusiness style. *Agricultural History*, 74(2), 419-432.
- \_\_\_\_\_. (2004). Fermenting a twenty-first century California wine industry. *Agricultural History*, 78(4), 438-465.
- Getz, D. & Brown, G. (2006). Benchmarking wine tourism development: the case of the Okanagan Valley, British Columbia, Canada. *International Journal of Wine Marketing*, 18(2), 78-97.
- Gross, S. (2007). Tourists getting taste of culture. *Deseretnews.com*, accessed April 1, 2007.
- Hamlin, R. P. & Leith, K. J. (2006). Studying the country-of-origin cue in action: An experimental examination of wine evaluations in the United Kingdom and New Zealand. *Place Branding* 2(4): 311-320.
- Heien, D. & Sims, E. N. (2000). The impact of the Canada-United States trade agreement on U.S. wine exports. *American Journal of Agricultural Economics*, 82(1), 173-82.
- Jocher, K. (1928). The case method in social research. *Social Forces*, 7(2), 203-11.
- Lincoln, Y. S. and Guba, E. G. (1985), *Naturalistic Enquiry.* Beverly Hills, CA: Sage.
- Lofland, J. & Lofland, L. H. (1995). *Analyzing social settings: A guide to qualitative observation and analysis, 3rd ed.* Belmont, CA: Wadsworth Publishing Company.
- Martin, A. & McBoyle, G. (2006). Scotland's malt whisky trail: a successful public-private tourism marketing partnership. *International Journal of Wine Marketing*, 18(2), 98-111.
- McCracken, G. (1988). *The long interview.* Newbury Park, CA: Sage Publications.
- Min Han, C. (1989). Country image: Halo or summary construct? *Journal of Marketing Research*, 26(2), 222-229.

- MKF Research (2007). *The impact of wine, grapes and grape products on the American economy 2007: family businesses building value*, The Wine Business Center, St. Helena, CA.
- Moran, W. (1993). The wine appellation as territory in France and California. *Annals of the Association of American Geographers*, 83(4), 694-717.
- Morton, F., Scott, M. & Podolny, J. M. (2002). Love or money? The effects of owner motivation in the California wine industry. *The Journal of Industrial Economics*, 50(4), 431-456.
- Okechuku, C. (1994). The importance of country of origin: a conjoint analysis of the United States, Canada, Germany and The Netherlands. *European Journal of Marketing*, 28(4), 5-19.
- Otnes, C., Lowrey, T. M. & Shrum, L. J. (1997). Toward an understanding of consumer ambivalence. *Journal of Consumer Research*. 24(1), 80-93.
- Papadopolos, N.G. & Heslop, L.A. (2002). Country equity and country branding: problems and prospects. *Brand Management*, 19(4/5), 294-314.
- Peters, G. L. (1984). Trends in California viticulture. *Geographical Review*, 74(4), 455-67.
- Peterson, R. A. & Jolibert, A. P. (1995). A meta-analysis of country-of-origin effects. *Journal of International Business Studies*, 26(4), 883-900.
- Pryor, S. & Grossbart, S. (2007). Co-production at a Kansas farm winery. *Proceedings of the international workshop on Chinese wine market and wine-related products*, 18-19.
- Stewart, A. (1998), *The ethnographer's method: Qualitative research methods, series 46*. Thousand Oaks, CA: Sage.
- Verlegh, P. W. J. & Steenkamp J. B.E.M (1999). A review and meta-analysis of country-of-origin research. *Journal of Economic Psychology*, 20(5), 521-46.

**Appendix**

**Table 1**  
**Attitudes and Beliefs Expressed by Retailers and In-store Observations**

<b>Retailer</b>	<b>Attitudes/Beliefs</b>	<b>Behaviors</b>
Water's <sup>a</sup> Edge Wine and Spirits	<ul style="list-style-type: none"> <li>• Rely heavily on sales reps when merchandising wines</li> <li>• Owner obtains some marketing communication from distributor but also supplements this with information he finds</li> </ul>	<p>Selection</p> <ul style="list-style-type: none"> <li>• Large</li> </ul> <p>Merchandising</p> <ul style="list-style-type: none"> <li>• Arranged American, European, and Other International</li> <li>• American wines by variety</li> <li>• European and Other International wines by country-of-origin (COO)</li> </ul> <p>Promotions</p> <ul style="list-style-type: none"> <li>• COO advertised with sign containing national flag and country name</li> <li>• Maintain a separate rack of highlighted wines, including regions, holiday wines, and customer and staff favorites</li> </ul> <p>Marketing Communications</p> <ul style="list-style-type: none"> <li>• Wine ratings, serving suggestions, production processes, food and wine pairings, ingredients, production processes, year of production, medals or awards won.</li> </ul> <p>Kansas Wines</p> <ul style="list-style-type: none"> <li>• Carried 4 Kansas wineries: Smokey Hill, Wyldewood, Slough Creek, and Holyfield, and had 18 bottles in stock. These were positioned in the middle of a side rack between wines from South Africa and Missouri.</li> <li>• A single sign portrayed the Kansas state flag. None of the Kansas wines had any back cards with additional information or awards listed</li> <li>• Feature Kansas wines on Kansas Day</li> </ul>
Park Place Wine and Spirits	<ul style="list-style-type: none"> <li>• Kansas wines don't taste good</li> <li>• Short shelf life</li> <li>• No consumer demand</li> <li>• No consumer requests</li> </ul>	<p>Selection</p> <ul style="list-style-type: none"> <li>• Small</li> </ul> <p>Merchandising</p> <ul style="list-style-type: none"> <li>• One shelf contained all of the California wines, classified by variety. The other shelf contained wines from Italy, France, Germany, and Australia.</li> <li>• Wines were arranged by price, the highest priced wines occupying higher shelves.</li> </ul>

		<ul style="list-style-type: none"> <li>The store also featured a promotional rack that changed monthly it contained wines that were favorites of the owner, the sales rep, staff, and picks by an individual identified as a wine expert working for the distributor.</li> </ul> <p>Promotions</p> <ul style="list-style-type: none"> <li>New and promotional wines were featured in advertising flyers among other advertising.</li> </ul> <p>Marketing Communications</p> <ul style="list-style-type: none"> <li>Shelf cards provided wine ratings and reviews, information regarding taste and ingredients, and serving suggestions.</li> </ul> <p>Kansas Wines</p> <ul style="list-style-type: none"> <li>No Kansas or Missouri wines</li> </ul>
Bogg's Retail Liquor	<ul style="list-style-type: none"> <li>The owner said he had the opportunity to buy from the other wineries but too much trouble</li> <li>Occasional consumer requests for Kansas wines</li> </ul>	<p>Selection</p> <ul style="list-style-type: none"> <li>Large</li> </ul> <p>Merchandising</p> <ul style="list-style-type: none"> <li>Arranged wines domestic and international, then variety</li> </ul> <p>Promotions</p> <ul style="list-style-type: none"> <li>No outside advertising</li> <li>Discount and holiday wines promoted at the front of the store</li> </ul> <p>Marketing Communications</p> <ul style="list-style-type: none"> <li>Wine ratings, explanations of varietals, tasting, grapes, maps of wine regions, food and wine pairing guide</li> </ul> <p>Kansas Wines</p> <ul style="list-style-type: none"> <li>The store had a local wine shelf that was all the way in the back and looked like it hadn't been arranged or touched in a while. The Kansas wines were next to the Missouri wines, and the store had 2 Kansas wineries, Smokey Hill and Wyldewood.</li> </ul>
Liquor World	<ul style="list-style-type: none"> <li>The owner said he didn't have any requirements on how he positioned his wines, however in order to purchase some high dollar wines he also had to purchase that brand's lower priced wines as well.</li> </ul>	<p>Selection</p> <ul style="list-style-type: none"> <li>Large</li> </ul> <p>Merchandising</p> <ul style="list-style-type: none"> <li>Arranged by region (country or Californian)</li> <li>Each region had an aisle devoted to it</li> <li>California had two: one each for white and red</li> </ul> <p>Promotions</p>



		<ul style="list-style-type: none"> <li>• Runs no advertising campaigns</li> <li>• Only offers sale prices to consumers when these are offered by the distributor</li> </ul> <p>Marketing Communications</p> <ul style="list-style-type: none"> <li>• Wine ratings and reviews provided by the distributor or found by the owner on the Internet.</li> </ul> <p>Kansas Wines</p> <ul style="list-style-type: none"> <li>• Offered 2 Kansas wineries, Wyldewood and Smokey Hill, 24 total bottles. Had the most adverting for Kansas wineries, with signs in the store saying they offered Kansas wines. This was also the only store that had additional information about Kansas wines. They had two back cards for two types of Kansas wines. One card gave information about on how the Smokey Hill wine was made and what food went well with it. The other card gave instructions on how to heat up the Wyldewood spiced wine.</li> </ul>
Connor Retail Liquor	<ul style="list-style-type: none"> <li>• Owner said merchandising drives concerns for customers finding products with ease.</li> <li>• Product selection dictated in part by distributor and purchasing quota system.</li> </ul>	<p>Selection</p> <ul style="list-style-type: none"> <li>• Large</li> </ul> <p>Merchandising</p> <ul style="list-style-type: none"> <li>• Arranged by grape variety, then price, with highest priced wine on highest shelves</li> </ul> <p>Promotions</p> <ul style="list-style-type: none"> <li>• 15% off wines on Monday and Tuesdays, as well as everyday 15% off ½ cases and 20% off full cases</li> </ul> <p>Marketing Communications</p> <ul style="list-style-type: none"> <li>• Wineries (size, location, date established), food pairing guides, wine ratings and reviews</li> </ul> <p>Kansas Wines</p> <ul style="list-style-type: none"> <li>• 2 bottles of Kansas wine representing a single winery (Wyldewood), on a shelf at the end of an isle next to the Missouri wines. No signage for Kansas wines but 2 for Missouri wines, as well as 2 signs with a list of awards and the winery contact information.</li> </ul>
Chase's Liquor Store	N/A	<p>Selection</p> <ul style="list-style-type: none"> <li>• Moderate</li> </ul> <p>Merchandising</p> <ul style="list-style-type: none"> <li>• By origin and variety. Domestic wines by</li> </ul>

		<p>variety and international wines by COO.</p> <p>Promotions</p> <ul style="list-style-type: none"> <li>• Promotional rack near the front of the store recommended wines by the owner and staff.</li> <li>• Changed every few months and provided holiday-related information.</li> </ul> <p>Marketing Communications</p> <ul style="list-style-type: none"> <li>• Win ratings and reviews, descriptions of the taste or drinking experience, highlight good wines for holiday celebrations</li> </ul> <p>Kansas Wines</p> <ul style="list-style-type: none"> <li>• The store had 2 Kansas wineries. The wine was positioned on a side rack next to Missouri wines and also some of the less expensive generic wines. They had a sign under the Kansas wines, but no other additional information was given.</li> </ul>
Simons Liquor	<ul style="list-style-type: none"> <li>• The owner said they didn't really have any requests for the wine, and "Kansas isn't known for their wines."</li> <li>• Owner said that the sales representative recommended the merchandising scheme and the customers seemed to like seeing all the types of wines that a certain brand offered.</li> </ul>	<ul style="list-style-type: none"> <li>• Selection</li> <li>• Small (in small store)</li> <li>• Merchandising</li> <li>• Grouped by brand, regardless of variety, then by price with more expensive wines that brand offered were on higher shelves</li> <li>• Promotions</li> <li>• Small section of featured wines, holiday wines, and holiday gift packs near the front of the store.</li> <li>• Marketing Communications</li> <li>• Wine ratings and food pairing information for some wines.</li> <li>• Kansas wines</li> <li>• 2 bottles from Wyldewood and Smokey Hill, at back of the store next to the St. James wines, mead wines, and generic wines.</li> </ul>
Second Storey	N/A	<p>Selection</p> <ul style="list-style-type: none"> <li>• Large</li> </ul> <p>Merchandising</p> <ul style="list-style-type: none"> <li>• By origin and variety; domestic wines by variety and color. Italian, Spanish, French, and Australian wines all have separate aisles, other International wines share a single aisle.</li> </ul> <p>Promotions</p>

		<ul style="list-style-type: none"> <li>Featured wines are located by front door; include discounted, new, or short-team feature.</li> <li>Section also has small cooler that features more expensive wines.</li> </ul> <p>Marketing Communications</p> <ul style="list-style-type: none"> <li>Reviews, ratings, and descriptions; information on countries of origin and wine regions.</li> </ul> <p>Kansas Wines</p> <ul style="list-style-type: none"> <li>Carried 2 Kansas wines, Wyldewood and Smokey Hill wines, with 76 bottles. Located on a side rack next to Missouri wines. Had a sign featuring the Kansas flag above the Kansas wine section.</li> </ul>
Hobb's Retail Liquor	N/A	<p>Selection</p> <ul style="list-style-type: none"> <li>Small (2 aisles)</li> </ul> <p>Merchandising</p> <ul style="list-style-type: none"> <li>By brand and price with highest priced wines on highest shelves</li> </ul> <p>Promotions</p> <ul style="list-style-type: none"> <li>A small promotional section features a "house wine" and a few other discounted wines.</li> </ul> <p>Marketing Communications</p> <ul style="list-style-type: none"> <li>Wine ratings and seasonal food pairings</li> </ul> <p>Kansas Wines</p> <ul style="list-style-type: none"> <li>2 Kansas wineries, Wyldewood and Smokey Hill, 7 bottles of Smokey Hill wines and 1 of Wyldewood. Located in the back corner of the store next to the Missouri wines with no signage.</li> </ul>
Johnny English Spirits & Wine	<ul style="list-style-type: none"> <li>Kansas wines don't taste good</li> <li>No consumer demand</li> </ul>	<p>Selection</p> <ul style="list-style-type: none"> <li>Large</li> </ul> <p>Merchandising</p> <ul style="list-style-type: none"> <li>By variety for domestic wines, and by country for international wines. Also positioned the wines by price, with highest prices wines on highest shelves. Wines from Italy, France, Chile, Japan and Australia each had their own section.</li> </ul> <p>Promotions</p> <ul style="list-style-type: none"> <li>Promotional rack near the front of the store by the door features 12 wines selected by the owner; changed monthly.</li> </ul> <p>Marketing Communications</p>

		<ul style="list-style-type: none"><li>• Wine ratings and reviews and descriptions of taste</li></ul> Kansas Wines <ul style="list-style-type: none"><li>• No Kansas wines carried</li></ul>
<sup>a</sup> All retailer names are pseudonyms.		