

# The Impact of Marketing Directors on Entrepreneurial Practices in North Carolina Wineries

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## ***Abstract:***

*Purpose:* The aim of this research was to investigate to what extent having a designated marketing director impacts a winery's entrepreneurial marketing efforts.

*Design/methodology:* An online survey using Qualtrics measuring several entrepreneurial marketing dimensions was distributed to 142 members on the list of North Carolina wineries identified by the North Carolina Department of Agriculture and Consumer Services resulting in 33 usable surveys (23% response rate). Data was analyzed using analysis of variance.

*Findings:* Results illustrate that wineries that had a marketing director were more proactive, opportunity driven and more customer intensive. In addition, wineries with a marketing director were also marginally more innovation focused and employed risk reduction tactics. Finally, there were no differences between wineries with or without marketing directors in a winery's value creation.

*Practical implications:* Previous research has shown that an organization's use of entrepreneurial marketing tactics can lead to higher levels of organizational performance. In addition, research from the wine industry also suggests the positive relationship between a winery's use of entrepreneurial marketing and winery performance. This research sought to explore whether wineries that had a marketing director used entrepreneurial marketing tactics to a greater degree than wineries that did not. The results suggest that wineries with marketing directors employed entrepreneurial marketing tactics to a greater extent than those that did not have a marketing director.

**Keywords:** Entrepreneurial Marketing, Wineries, Marketing Director