

# A CROSS CULTURAL COMPARISON OF WINERIES' ONLINE AND SOCIAL NETWORK PRACTICES

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## **Abstract**

**Objective:** The objective of this study is to analyze the cultural interrelations of the business models linked to the world of wine tourism in an intercontinental environment. The analysis does not seek a competitive comparison, but the cultural aspects of the companies in a strongly globalized environment.

**Design / methodology / approach:** a sample of nine companies from different countries was analyzed, classified by size: large, medium and small companies. The selected countries (South Africa, Spain, USA & Japan) we consider as representative of diverse continents (except Australia and / or New Zealand). The data has been obtained, mainly online; a certain number of labels (codes) have been compiled, classified into families of variables (comparable among all countries). Special emphasis has been placed on the information of the websites of the wineries /companies combined this data with the official secondary sources of each country to obtain the complete database of the descriptive analysis.

**Practical implications:** From the analysis of the contents there are large differences between large, medium and small, especially in variety of products, international expansion, capitalization, etc. In addition, Spanish consumers, like the Japanese, are learning about wine and its tourist environment, and observe how progressively, they add value to their culture and personality. It is noted that the USA and South Africa are going at a faster pace, more efficient and with more developed media criteria. The company and society dialogue through digitalization (social networks), and both the community and the wineries find reasons to add new incentives (visits, other healthy products other than wine, gifts, training, gastronomy, accommodation, etc.) .

This new approach facilitates other sources of income and encourages wineries to adapt their strategies to improve performance. The options offered to customers are increasingly sophisticated and demanding. Finally, the result obtained shows plural implications based on cultural variables, both for the producer, sales channels, promotions, events and restoration, etc. In short, it is shown that some cultural variables are manifested through strategies that bring improvements and dynamism to the sector through social networks.

## **Introduction**

The initial idea that has led us to propose this study is the change in the attitude of the global consumer towards wine, which is growing and becoming more competitive. The image of the 80s and 90s, in which the average profile of the global wine consumer preferred French varieties (Bordeaux, Cabernet Sauvignon and Chardonnay) the global consumer, not only wants to consume products but wants experiences beyond the purchase and / or tasting. According to a report by the Foreign Agricultural Service of the United States Department of Agriculture (USDA), it seems that young people prefer to drink more wine than beer. A survey conducted in 2013 showed that consumption of red, white and rosé had increased by 54%, 37% and 9%, respectively. Most of the wine consumption occurs in urban areas like this, more than 70% of

the 'premium' wines are consumed in the metropolitan areas. We have chosen four very different countries, but with very costly globalized elements:

<b>(NW) (OW) = New , Old World</b>	<b>Great producer</b>	<b>Exporter</b>	<b>Consumption liters per person</b>	<b>Total consumption thousands of liters</b>
<b>USA (NW)</b>	Yes	Yes	10,4	3.318.900
<b>Japan (Emergent)</b>	No	No	2,77	351,000
<b>Spain (OW)</b>	Yes	Yes	21,48	1.000.000
<b>South Africa (between NW-OW)</b>	No	Yes	7,41	420.000

*Source: Own elaboration from <https://turismodevino.com/blog/paises-con-mayor-consumo-de-vino-en-el-mundo/>*

Also, other large areas of the New World are beginning to gain prominence in the consumption of wine; thus, for example, the Chilean wine, or the Australian are already well known in the global market. The wine culture is also emerging in China and Brazil among others, countries that were not significant before. All these emerging markets are potentially important and their development is increasing. On the other hand, wine production is linked to a greater or lesser extent with the size of the wineries and with the adaptation of the cultural environment and especially wine tourism. In this sense we find the case of South Africa that has a pedigree as much or older than the USA or Australia, with traditional companies of European origin (France) and with both European and North American links, they show a powerful wine industry associated with very competitive that seem to challenge the wine tourism culture that the French and Californians have always led.

Recent data from the OEMV (2018) confirms the growing increase in wine consumption. In the "Izakaya," typical Japanese bars or restaurants, wine has a great acceptance, as in wine bars. The main consumers are older and middle-aged men, but in general most of the Japanese restaurants regularly offer red and white wine in their menus. As regards the distribution, these products progressively increase their space in the supermarket shelves, although they mostly sell the cheapest wines (with an approximate price of 1,000 yen, --about 7.5 euros). Premium wines are preferably purchased online.

Of the 55 countries that sell wine to Japan, Chile and the United States lead exports, Spain maintains a quota of 12.6% constituting, according to USDA, a major competitor of the United States in the Asian market, because Spanish wines are sold very well in both convenience stores and supermarkets. Following the same source, there is a strong tendency to visit the wineries at the time of harvest and there is also great interest in new wines from different sources (especially from new producing countries), also attract their labels, styles and colors They provide a fresh and modern image, very different from the traditional ones. Internet and bloggers favor the flow and interest towards the wine culture adapted to all ages.

In business, when we talk about culture, it is understood that it refers to the organizational culture, but in this analysis we want to emphasize the cultural influence of Japanese society on wine and its environment, especially the one that wine tourism is discovering. . Although Japan is a country with a very strict traditional identity, it is approaching the prevailing customs of old world environments (Spain or France) or new world (USA, Chile or Australia).

It can be seen that Spain, despite its bi-millenary tradition and, being one of the world's reference points in the Old World in terms of wine and derivatives, has not had an authentic wine culture, beyond the production and sale, until relatively little bit. Some wineries in La

Rioja, Jerez and El Penedés began to offer visits and tastings in the vineyard itself, but in recent years this practice has become widespread throughout Spain; We can affirm that we are facing a true cultural phenomenon that complements the traditional viticultural activity. According to data from ICEX 2018, it is observed that, in Spain, which is the first wine country in the world and the third largest producer of wine, the domestic consumption of wine has been reduced in recent years (contrary to what happens in Spain). Japan while increasing beer consumption (contrary to what happens in Spain).

From the historical point of view, the USA shares with South Africa the colonization of the grape by the Huguenot colonists near Jacksonville (Florida) between 1562 and 1564. Therefore, the USA has been producing vines for more than 300 years. Currently, wine production takes place in fifty states, with California being the leader in wine production, along with Washington, Oregon and New York. USA is the fourth producer of wine worldwide, with 22.5 million hectoliters, after Italy (48.8 mill. Hl), France (41.9 mill. Hl), and Spain (37.8 mill. Hl), and ahead of Australia (12.5 mill. Hl). However, California is considered as the most representative area of the wine environment facing the outside. The first vineyard and winery was created by the Franciscan missionary Fray Junípero Serra near San Diego in 1769. Later the missionaries would take the vines north, planting the first vineyard in Sonoma around the year 1805. Jean-Louis Vignes was one of the first settlers who used high quality vinifera in their vineyard near Los Angeles.

Currently the consumption of wine has been increasing as well as the production capacity and the profusion of the quality of its products and the ability to transmit it to the general public. A study<sup>19</sup> conducted in the United States among 2,000 consumers revealed that the taste for wine begins to appreciate towards the end of the twenties, however, the approach to wine and personal tastes varies greatly between subjects. One of the conclusions of the results, is that Americans, with respect to wine and its environment, is a trend. There is interest, at younger ages, to learn about wine culture. Take as an example, that the millenials recalled better five types of varietal wines compared to generation X and higher. Another conclusion is that young people of the millennial generation begin to appreciate wine at an average age of 23 years, much younger compared to those over 55 who discovered wine at 34 years. In addition, he adds that 43% of respondents said that wine is the best drink to accompany meals, and a third (34%) ensures that they prefer it for the benefits that their moderate consumption brings to health.

Jan Van Riebeeck founded the victualling factory of the company of the Indies at the Cape of Good Hope in 1652, and shortly thereafter brought from Europe to South Africa vine cuttings, with the idea that the wine would reduce the cases of scurvy among the sailors; and he is the one who planted the first strain of Table Mountain in 1656. Simon Van Der Steel, came to South Africa in 1679 and was his successor as governor and also winemaker, promoted the development of the fields and planted his own vines in current Constantia Wildebosh and named his vineyard "Stellenbosch" which means 'the forest of Van Der Steel'. At the end of the seventeenth century some French Huguenots who had escaped religious persecution arrived in South Africa and settled in Franschloek, Paarl, Drakenstein and Stellenbosch. In 1792, Philip Bernard Wolvaardt, a German immigrant, built a manor house in Nederburg that now dominates another of the famous vineyards. The greatest renown corresponded to the moscals of Constantia. In its quality, appreciated by Frederick the Great and Napoleon. In 1992, the KWV<sup>20</sup>

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<sup>19</sup> **OnePoll for Jordan Winery:** <https://www.swnsdigital.com/2018/07/study-finds-americans-reach-their-wine-awakening-at-age-29/>

<sup>20</sup> KWV (Koöperative Wijnbouwers Vereniging Van Zuid-Afrika Beperk): It was founded after the First World War and accounted for more than 70% of exports. The KWV appeared in 1918, after the setback that caused the fall of the British market, the Boer War and phylloxera, plague of the late nineteenth century

carried out a system of quotas, of quality regions, which increased sales. Later, the districts were implanted with the "Ecological" badge. There are 78 Estates, 97 Independent Cellar, plus 180 farmers, 5 wholesalers and seventy cooperatives formed by some 5,000 farmers. Since 2003, the KWV is an independent private company, although it has been stripped of its powers and it is now the winemakers who make their own decisions. The cooperative system is the most revolutionary and modern in the world. Traditionally, the majority of the 5,000 grape growers in the country took their grapes to one of the 70 cooperatives managed by the KWV, in which half of the harvest would be converted into distilled alcohol or grape concentrate (it is still so today). With the democratic election of President Nelson Mándela in 1994, and the abolition of apartheid a few years earlier, South Africa emerged with a new energy and a positive image. The future of their wine industry, in particular, improved a lot, especially for quality wines. Today, South Africa is the eighth largest wine producer in the world. Exports close to 20%, especially to the United Kingdom. In addition, it has a highly organized wine tourism industry with the potential to be an unprecedented national attraction (if the drought does not persist).

### **Literature review**

We have observed the contributions of classic authors from the field of business organization always revolved around the traditional organizational structure followed by large companies. Such models of complex internal organization entailed leaving small and medium-sized companies in inferior conditions, both in Japan and in Spain. For this reason we have relied on authors who have studied preferably cross-cultural areas of social academic origin (sociology, anthropology, psychology ...) Robbins (1999) conceives "organizations as systems of culture", in which he finds common meanings among its members. It is a phenomenon that began in the eighties, before organizations saw themselves as a rational means to coordinate and control the members of organizations. A prominent scientific classification to understand the different approaches to the concept of organizational culture are the two metaphors of Smircich (1983). In the first metaphor, "organizational culture is a characteristic of the organization"; that is, culture forms a variable (internal or external) of the organization. In the second metaphor, culture is not a characteristic of the organization, but is what "constitutes the organization", that is, organizations are conceived properly as cultures. For our study, we are only interested in the first metaphor.

For Hofstede (1980) "the differences in the management of organizations derive from the cultural dimensions of national values". Between 1967 and 1973 he investigated the values linked to work, that is, the way in which employees appreciate the way the organization works. He made a classification of five intercultural dimensions: Distance to power, Individualism-Collectivism, Masculinity-Femininity, Evasion of uncertainty and long-term orientation.

Another classification of cultural differences is the "cultural dimensions, or dilemmas", of Trompenaars and Hampden-Turner (1993): Universalism-Particularity, Individualism-Collectivism, Neutrality-Affectivity, Specificity-No specificity and Achievement-ascription.

Martin (2002) defines three theoretical cultural approaches, namely the perspective of integration, differentiation and fragmentation.

Lewis (2003) "connects the culture of communication styles in organizations", namely Linear-Active, Multi-Active and Reactive. The Linear-Active cultures are characterized by the orientation towards the tasks, they are reserved, an efficient approximation of time, the achievement is important and they are based on objective data. Multi-Active cultures are

characterized by personal relationships, ascription, tasks are clarified, charisma and expression are important and there is a lot of non-verbal communication. The last style is Reactive. The reagents are introverted individuals, they are listeners and do not use their body posture as much. For example, according to this scheme by Lewis (2003) the Latin American countries and Spain respond to the Multi-Active style. In contrast, Japan is placed in the Reactive style. For Lewis (2003) the communication between the Multi-Assets and the Reagents develops in a difficult way and the similarities between these two styles are small. It is interesting to examine if there is a relationship between communication styles and organizational culture. Lewis, (2003) observed significant discrepancies in its first typification, specifically between the Multi-Active and Reactive. For our study, we summarize the most relevant differential aspects between Spanish, Japanese, North American and South African society in **Annex-1**.

However, none of the authors cited considers the importance of the interconnected society between producers and consumers; Young millennials or the phenomenon of social media in the global world. As Niculina says, N. (2017), there is a series of generalized tendencies in East and West that affect Japanese and Spanish millennials. In USA and South Africa similar situations are contemplated with the millennials, only that the USA marks a trend and South Africa the gap between rich and poor is bigger. Many show positive and negative stereotypes attributed to this complex generation as: creativity, versatility, information literacy, egocentrism, comfort and lack of adventurous spirit. This generation, also known as the "satori (enlightened) generation", also presents itself as an insecure cohort with an inner vision, which has little interest in things that were held in esteem until they were born: prestige, career, marriage and family.

The present work will analyze the particularities of this generation and the difficult task of negotiating between old values, which today's young people can no longer accept, and the insecurities of a future for which they are not prepared to fight. They are the consumers According to Hendry, J. (1993) of products and services, complex and, enotourism, can be an example. According to Lewis, R.D. (1996), there are four basic problems to which the culture responds: the forms of relating of the individual, the relationship with the activity performed, the consideration of time and the relationship of man with nature.

The objective of Lewis has always been to help to know the culture to apply it to the achievement of a better global business. His model is based on the concepts of Edward T. Hall (1966) of monochronic cultures (attending to one thing at a time) and polychronic (attending to multiple things at the same time), but extended them to Linear-Active and Multi-Active . After a period immersed in Japanese culture, he added to his model the new concept of Reactive.

## **Methodology**

To carry out the study of selected wine entities of the four countries. Three large companies related to the world of wine that produce and market alcoholic beverages, three medium and three small from each country. For the comparative analysis, aspects such as: capital, production capacity, variety of products, number of workers, etc. have been chosen. These companies had to be representative of a wine region of the country and cover, as far as possible all its large wine areas, avoiding concentration.

A quantitative or qualitative comparison has not been proposed, only the maturity of the rural tourism business has been analyzed as a cultural expression and a driving force for business.

The companies were contacted directly when possible and data was collected from secondary sources: (SABI for Spain and Statistics Public Company for Japan), apart from web pages and available articles. However, as business size decreased, the difficulty of obtaining data increased and private blogs often did not provide enough valuable information. Sometimes it has been very difficult to calculate the engagement. From the very beginning, a dB-Excel was

built with all the warehouses of the four countries and groups of codes (81) grouped by 8 labels were assigned as follow (**Annex-2**)

### **Content analysis-results**

As the size of the companies analyzed is reduced, the available information is also reduced. However, similar responses are obtained by countries, with similar arguments depending on the sizes of the warehouses. However, when we analyze the origins of vitivincultural production, significant differences are observed between both countries; while in Spain the production of wine has a more than millenary tradition, in Southafrica halfway between the New and Old World, in Japan many of the wineries are born in environments of the beer business, taking advantage of the gastronomic trends imported from the West. There is the circumstance that Spain, almost 90% of the wineries are small and medium, with an average of 4.2 employees, and the medians do not reach 20 employees. In Southafrica, as pointed out by Gallucci (2015), the percentages are similar, while in the USA today it is very difficult to delimit the wine environment since it is in full expansion being cultivated in more than 45 states, 20 years ago this was unthinkable. However, in the study we focused on California. **Annex 3** shows a summary table showing selected countries and wineries segmented by size.

From the data obtained from the **large Japanese wineries**, we have observed a good Web structure, and a good reputation of its products and country image (Van Ittersum, K.2003). All of them are known in Japan, probably because of their antiquity, Mercian 1934, Suntory 1889, and Sapporo 1876, (the latter is in fact a Brewing Holding and the wineries, very young, are a part of the business). Its capitals range between 3,000 and 10,000 Million Y. Its main characteristic (especially the first two) is its French influence, both in products, such as Chateau Mercian, or in agreements - management rights - with companies in the vicinity of Bourdeaux (Grand Cru Chateaux, Chateau Legrange or Beaumont) by Suntory. In the corporate sections they all mention their Mission, Vision and Values, and the photos of the managers appear, with a small BIO and a speech of greeting. The Suntory site is distinguished by its professionalism and sumptuousness. In the Webs, a great hierarchy and another revealing observation is seen, it is the transparency and the punctuality of the data.

The **large Spanish wine** have proven experience in the production of wines, but in the communication of business data they are not very transparent (probably due to cultural issues). These are: J. Garcia Carrion SA, Bodegas Torres S.A. and Gonzalez Byass. J. García-Carrión was founded in 1890. It has numerous brands of wine and juices. The "history" section of its website defines the company as the absolute leader in the wine markets in Spain, it is the first winery, by production, in Europe and the fifth in the world and the second juice brand in Europe. It does not detail its Mission, Vision or corporate Values; neither does it offer financial data and in other official websites these are not updated. Exports 50% of sales to 155 countries. Wine professionals consider him the "king of the Low Cost". It does not offer visits to its cellars, although it leaves the door open to realize them on request. Bodegas Torres was founded in 1890 and today a family multinational with farms in Chile and the USA (Sonoma area), as well as its properties in Spain. On the Web, they specify their Mission, Vision and Values. All its wineries have visiting programs and it is one of the pioneer companies in leading the new viticulture that respects the environment. Its commitment to sustainability in all its environments is evident (Spain, California and Chile). It has wineries and clubs specialized in pairing and new creations. It exports 74% of its production to 150 countries. Bodegas Torres has an important Foundation dedicated to charitable and social purposes. Gonzalez Byass is a family winery, founded in 1863 and located in Jerez de la Frontera (Cádiz). It has some of the brands most linked to the 'Spain brand' concept and offers visits to wineries, routes and

specialized tastings. It does not mention its economic and financial data and, in the official sources, these are not updated. It has sustainability programs and on the Web it states that it has distributors all over the world.

In this line, we also find, the **large American companies** of the largest segment: Rodney Strong Vineyards, is very young. Only 55 years old, and was founded by a famous dancer discovering his second passion. Throughout the years, this winery has gained a reputation for wine and was acclaimed by critics, recommending the best wines in Sonoma County. Currently they have a very competitive and expert management team.

There are, professionals in them with academic formation and experience in other segments of businesses. One common element is the poor visibility of Social Media on the Web. Only Jackson Family Wines is interested in showing in the networks. The corporate sites are oriented to offer and sell their products and highlight the differentiating attributes that highlight them clearly. In this sense, Francis Ford Coppola Winery is the one that offers the most attraction, the return of its Hollywood works, are reflected in its facilities, giving it a very competitive added value (especially in merchandising). Highlights the professionalism of the powerful wineries, such as the Jackson Family Wines that has properties outside the USA, in Tuscany. A significant fact is that we have seen good women in the general direction and some are not relatives, they are professionals with very bright curricular trajectory.

Regarding **South Africa's** most selected segment, the Grot Constatia winery (since 1685) or Fairview Wine & Cheese (since 1699) are the flagship of the South African brand, and it has several product ranges that are icons in the region. They practice a very competitive wine tourism policy with elaborate recipes managed by prestigious chefs, they have received numerous awards and prizes for many years, they obviously claim this as a competitive advantage, with 76% and 79% of engagement respectively. USA of the same segment, which hardly give importance, do not even appear in Social Media standards or on their Webs. The Boshendal Manor & Winery winery is smaller but has specialized in different products and works as a biodynamic farm with products from the field and animals. The Fairview Wine & Cheese winery, competes with the first anthropologically (since 1699), like the previous one, has a very open and familiar scheme around wine and cheese and variants.

The **medium-sized Japanese** companies are Kobe Winery 1983, Manns Wine Komoro Winery 1962 and Oku Izumo Winery 1990, are younger wineries. In these wineries, mostly family, it is observed that not only they are dedicated to the exploitation of wine, but, following Habbershon (1999) they complement it with "tourist agriculture" promoting the differentiating regional aspects. Oku Izumo offers, like the Spanish ones, scheduled visits and tastings. It also includes activities such as: harvest party, food pairing courses, barbecues, spaces for children, events or accommodation (through TripAdvisor). The Kobe wineries also have lodging, and on their website there is a "wall" with simple and close messages addressed to potential clients and open to them to include their experiences and observations, an authentic dialogue.

Manns Wine Komoro Winery has a reduced production, but offers its guests the possibility to taste their wines in a more intimate and close environment. It also has a "wall" in which to transmit and receive messages with a very familiar tone.

The selected **Spanish medium-sized wineries** are: Pago de los Capellanes, Raventos Blanc and Rioja Alta. As in the group of Japanese companies, the size, the vineyard and the expectations are lower. Pago de los Capellanes was founded in 1996 and is a family farm in the Ribera del Duero and Galicia area. Its main customer is the Horeca sector and its website shows very practical information, offers visits to the winery with tasting, but has no restoration or

accommodation. It exports 25% of its production to 30 countries, and has specialized boutiques in its warehouses. Raventos Blanc was founded in 1986 although it is part of a family with a viticultural tradition that dates back to 1497 (Codorníu). Located in the area known as "País del Cava", in the Penedés region, very close to Barcelona. Since its inception, the new company decided to reduce the production of champagne and bet on biodynamic cultivation. Your website is very professional but does not offer services to individuals, it only offers visits to its distributors, prescribers and shareholders. Exports 45% of production.

Rioja Alta is a family business that dates from 1890 with headquarters in Haro (Rioja). On weekends offers visits to the winery with tasting and gifts. About 90% of its production is dedicated to the HORECA channel. It exports 60% of its production to 30 countries. Their online store is very active and allows you to increase direct sales to individuals.

Regarding **medium-sized North American** companies, we have considered the Lynmar Estate (1980) wineries. We also find a married couple and their family as owners. They have demonstrated a global capacity of the business, they have vineyards in USA, Australia, Chile, France, Italy and South Africa. They give importance to their digital community very closely. The J. Vineyards & Wine (1986) with its specialty of Pinot Gris and sparkling wine, social media networks are not detected in their Web. The Quivira Vineyards winery (2006), is very young and functions as a biodynamic farm offering wines and recipes from its own harvest. It is one of the few that uses various networks to promote itself.

**South Africa's medium-sized** wineries are House of J.C. Le Roux, specialized in sparkling wine and restoration. Its competition is the Graham Beck winery, Mr. Beck was a South African business mogul, oenologist, horse lover and philanthropist. He is best known as one of the richest men in South Africa and founder of the Kangra Group. Cape Point Vineyards winery similar to the previous ones but on the coast line, this is one of its strong points.

On the selected **smaller Japanese** companies: Cave D'occi, Obuse Winery and Wine Tourism Yamanashi, the following characteristics have been observed:

Cave D'occi is located in the Niigata prefecture, near the sea. Known for its thermal waters (onsen) it shares the facilities of a SPA Resort (Occi Vinespa Winery Resort) with the winery, which is modern, designed in the American way. Its research center stands out where it has tested the adaptation to the land of grape varieties from other countries with geographical and climate similarities. It has accommodation and tastings. Its special characteristics attract a very international audience. Obuse Winery is located in Nagano, it was started in 1942, like so many others, to supply the soldiers in the war. In 1995 it began the exploitation of the vineyard as we know it today. Their website is simple, outdated and far from the concept of digital communication. Its content has a more scientific character, shows interest in bio-organic viticulture, which seems to be one of the precursors of that trend in Japan, they call it "Sansimi" (inspired by the French "sans chimie"). The winery produces their authored wine and in small quantities. In coherence with its limited production capacity, the messages on its website discourage all those activities that may be considered "massive". Wine tourism by Yamanashi winery is a Nonprofit Organization that holds an annual wine tourism event. This event includes at least 10 wineries located in the Yamanashi prefecture and its function is to promote different routes depending on weather. The company announces on its Web all the available activities of the wineries and manages them adapting them to the needs of the clients. Visits, tastings, excursions ...

The selected **small spanish** wineries: Capafons-Osso, La Viñeta and La Olivera, show quite similarities with the Japanese wineries of the same category that have been analyzed. Capafons-

Osso, founded in 2004, also part of an old family of grape growers. It is located in the Priorat region (Tarragona). Its website is discreet and although visits or tastings to wineries are not openly offered, private visits can be requested that will be personally accompanied by the owner. Its production is small and 60% of it is exported to 10 countries. La Viñeta is a family winery founded in 2012. Located in the region of l'Empordà (inland of the Costa Brava) next to the border with France. Its website is simple but its professionalism in the production of wines, and derivatives, has made this winery a benchmark in the area. It offers a wide selection of wine tourism options: visits, artistic heritage, tastings, concerts or family parties. It has received several awards. It exports 20% of the production. La Olivera is a cooperative that was founded in 1974 in Vallbona de les Monges (Lleida). It also produces olive oil and other local products. It has a simple and practical website that offers many wine tourism options. The members of the cooperative offer guided tours: walks through the vineyard, visit to the wineries, marriage in the vineyards, harvest party, wine and olive oil festivals. Their online store is very active. La Olivera develops wine activities around the city of Barcelona for purely social purposes, in that case it works as an association for the social integration of its components. In 2015, the first bottles made by the association went on sale.

The wineries of the **smallest sector in the USA** have points in common with the rest of the countries in the sample, they are practically clubs of specialists, romantics, or experts in certain wines or processes, the young Truett-Hurst Winery (2006) is an example of them, it has a shop and a club of participants that celebrate events related to the harvest. It has a 75% engagement compared to the most powerful wineries, and another type of public. In this same sector, the winery Andretti Winery (1996) began as a "hobby" in 1996, the winery grew steadily. The interest of Mario Andretti (rally racer) in the wine business arose from a commemorative bottling he marketed to celebrate his retirement from racing in 1994. It is a not uncommon case in California, he also resells a small amount of imported wine from Italy. Finally, the winery Kamen Wines (1980) are from the generations that came to San Francisco for work reasons and fell in love with the bay area environment and bought a property to develop their project, few wines but handmade and of high quality by specialists.

A sample of **small wineries in South Africa** is Sady Family Wines, an example of a wine explorer, a forerunner of conservationism, an experimenter of a saga of harvesters with a deep knowledge for the cause. It is an obsession with nature, not interested in social networks, only the work of art in the form of a bottle of wine. Another representative of the great competition in this sector is the well-known Boplaas Wines in the area (1880) with a family tradition and very balanced in the brand name of South African brand products. Finally the winery Alvis Drift Wines that we could point out as the younger sister of the previous one but with twice the engagement.

We have tried to find a variable that could explain, in a transversal way, the impact of these organizations on the consumer. The engagement has been chosen and that its calculation is based mainly on visits to social networks (easy measurement), but it can also include some digital TV channels, which facilitate interaction, but its impact is difficult to measure. This magnitude can only be taken as an approximate data because of the great volatility of interactions in social networks, it only has temporal validity. In our study, we took data from Twitter, Facebook, Instagram and Pinterest, plus YouTube channels with their ads in April (2018). The simplest formula has been applied: Total likes / total post X100.

Although we have classified the sample among large, medium and small companies, looking for coincidences and divergences between the groups, the result is not conclusive.

## Conclusions

After having examined the contents of all the available sources and the websites of the small sample of wineries selected in the four countries, we observe some first conclusions that affect in a similar way to all countries:

- 1.- Globalization has significantly influenced the activity of wine tourism, regardless of the size of the companies.
- 2.- The widespread use of Social Media, especially by networks such as Facebook, Twitter, Instagram, Pinterest, YouTube and other networks through TV channels. which in turn are interconnected with secondary networks such as: Tripadvisor, Kayak, Booking, etc. They do not discriminate against companies because of their size.
- 3.- Different models are shown in the business development of wine companies. There are wineries in both countries that do not want to extend their business to wine tourism, but also others that take advantage of all the possible options to complete the original business and opt for wine tourism.
- 4- Official (economic or technical) aid has been observed to the smallest wineries of the four countries. The objective is to revitalize the zones to re-invent or innovate the indigenous commercial and social fabric, especially in the most rural areas.
- 5.-There is also some interest in philanthropic issues and different social projects in the wineries, regardless of their size. Some are CSR (Corporate Social Responsibility) actions and others in specific social or philanthropic projects.
- 6.-Cultural or anthropological aspects linked to religion may reveal indirect influences in relation to nature. In Japan, Shintoism is practiced, which is based on the veneration of the kami or nature spirits. In Spain, Catholicism is traditionally the most numerous confession and there is no explicit relationship with nature. Christianity remains the dominant faith in the USA, with seven out of ten Americans. In South Africa different forms of reformed Catholicism dominate<sup>21</sup> This difference between monotheistic and polytheistic conceptions is vital to understand the respect and attitude toward nature. It might seem that, in polytheistic cultures, the link with the environment is part of their DNA.

In wine tourism, two businesses are combined into one business: the first sector (harvest) and the third sector (wine tourism). In Japan, this practice manifests itself spontaneously and continuously in all the webs of companies-wineries in the sample. In the Webs of the wineries of Spain, the sustainability and the new styles of culture and elaboration of the wine are the variables that occupy more space.

Throughout the investigation, several limitations have been found, both methodological and results. The first limitation has been the generalization, the great differences of the companies chosen for the sample. The objectives and interests of large, medium and small seem unmatched.

Another limitation of this analysis is that, although there are numerous authors who study the culture of the company, of the organizations, and on transculturality, no contributions have been found of the impact of the Social Media as transmitters of information, nor of the concept of engagement as a 'channel' of interconnection between the culture of the company and society. Fewer still have found authors linked to this sector, which includes the millennial phenomenon, which will surely be the future public and that moves with ease in the channels that report engagement.

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<sup>21</sup> They also practice traditional African cults, Islam, Mormonism, Hinduism, and Judaism.

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## Annexes

### Annex-1

Standard cultural	Spanish people	Japanese	Americans	South Africans
Space	Minimum interpersonal, social and physical distances. Warm greetings. It is passed to the colloquial language quickly	Much interpersonal, social and physical distance. Concise greetings It is based on the protocol	Weak interpersonal, social and physical distances. Taste for privacy	Similar lifestyles with people who live in Europe and America.
Time	Flexible with the delays and changes of "last moment" plans. They are more concerned with reaching the goal, than with how to reach the goal. This often involves stumbling.	Strict with schedules and plans, they do not tolerate delays. They are more concerned not about how long something takes to happen, but about how time is divided in the interest of correction,	Strict with schedules and plans, they do not tolerate delays. Separate the professional from the social Punctual They follow general principles.	It depends on cultural diversity. They have European and North American center guidelines. Regulators and planners Punctual

		courtesy and tradition		
Comuni- cation	Nonverbal language prevails, rich in gestures. Oral to written communication is preferred.	Oral language prevails; non-verbal language is limited	It depends on cultural diversity. Good listeners	There is no middle class. It depends on cultural diversity. Great negotiators

Source: Adapted from Lewis, R. D. (2003) The cultural imperative.

### Annex-2

etiquetas	códigos	subcódigos
1. Identificación (16)	País, Nombre, año de fundación, Sede, Tipo de propiedad, N° de empleados, etc. (12)	Visión, Mision, Valores, (4)
2. Datos económicos (10)	Capital (millions), Operating Revenue), Profit after taxes, Total asset, Net income (6)	N° empresas holding (4) % exportaciones N° de países
3. Productos/servicios (28)	Tipos de vino, cerveza, espumosos, sidra, espirituosos sake, vinagre, vermouth, te, aceite. bebidas sin alcohol, agua... (14)	métodos de elaboración (3) premios (3) embalaje, paks (4) intervalo precios (4)
4. Activ. Turísticas (10)	Vendimia, catas, cursos (9)	Alojamiento (1)
5. Tipos de comunicación (6)	Engagement, Web(2)	Promocion, descuentos (4)
6. Distribución (4)	HORECA, on line, S.makt (3)	Varios (1)
7. Sostenibilidad (binario) (2)	En porcentajes (1)	Varios (1)
8. Non profit, Social Fun. (4)	Fundaciones (1), Filantrop. (1)	Varios (1)

Summary of data collection in various codes and sub-codes validated in each country

### Annex-3

<i>Countries</i>	<i>Big</i>	<i>Medium</i>	<i>Small</i>
<b>Spain</b>	<ul style="list-style-type: none"> <li>• García Carrion</li> <li>• Bodegas Torres</li> <li>• Gonzalez Byass</li> </ul>	<ul style="list-style-type: none"> <li>• Pago de los capellanes</li> <li>• Raventos i Blanc</li> <li>• Rioja Alta</li> </ul>	<ul style="list-style-type: none"> <li>• Capafons Osso</li> <li>• La Vinyeta</li> <li>• La Olivera</li> </ul>
<b>USA</b>	<ul style="list-style-type: none"> <li>• Rodney Strong Vineyards</li> <li>• Francis Ford Coppola Winery</li> <li>• Jackson Family Wines</li> </ul>	<ul style="list-style-type: none"> <li>• Lynmar Estate</li> <li>• J. Vineyards &amp; Wine</li> <li>• Quivira Vineyards</li> </ul>	<ul style="list-style-type: none"> <li>• Truett- Hurst Winery</li> <li>• Andretti Winery</li> <li>• Kamen Wines</li> </ul>
<b>South -Africa</b>	<ul style="list-style-type: none"> <li>• Grot Constata</li> </ul>	<ul style="list-style-type: none"> <li>• House of J.C. Le Roux</li> </ul>	<ul style="list-style-type: none"> <li>• Sady Family Wines</li> </ul>

	<ul style="list-style-type: none"> <li>• Boshendal Manor &amp; Winery</li> <li>• Fairview Wine &amp; Cheese</li> </ul>	<ul style="list-style-type: none"> <li>• Cape Point Vineyards</li> <li>• Graham Beck</li> </ul>	<ul style="list-style-type: none"> <li>• Boplaas Wines</li> <li>• Alvis Drift Wines</li> </ul>
<b>Japan</b>	<ul style="list-style-type: none"> <li>• Mercian</li> <li>• Suntory</li> <li>• Sapporo Holding</li> </ul>	<ul style="list-style-type: none"> <li>• Koben Winery</li> <li>• Manns Winery</li> <li>• Okuizumo Winery</li> </ul>	<ul style="list-style-type: none"> <li>• Cave d'occi</li> <li>• Obuse Winery</li> <li>• Wine Tourism Yamanashi</li> </ul>

Summary-table showing the selected countries and the wineries segmented by size