

## **Winery Business Models: A Global Typology**

**Donna Sears**

*Acadia University, Canada*

([donna.sears@acadiu.ca](mailto:donna.sears@acadiu.ca))

**Terrance G. Weatherbee**

*Acadia University, Canada*

([terrance.weatherbee@acadiu.ca](mailto:terrance.weatherbee@acadiu.ca))

**Tatiana Bouzdine-Chameeva**

*Kedge Business School, France*

([tatiana.chameeva@kedgebs.com](mailto:tatiana.chameeva@kedgebs.com))

**Joanna Fountain**

*Lincoln University, New Zealand*

([joanna.fountain@lincoln.ac.nz](mailto:joanna.fountain@lincoln.ac.nz))

**Natalia Velikova**

*Texas Tech University, United States*

([natalia.velikova@ttu.edu](mailto:natalia.velikova@ttu.edu))

**Anna Rosinus**

*Mainz University of Applied Sciences, Germany*

([anna.rosinus@hs-mainz.de](mailto:anna.rosinus@hs-mainz.de))

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### *Abstract*

◦*Purpose – One of the reasons that wine business is a complex field of study (Orth, et al., 2007) is that the activities of wineries may span one or more economic sectors, i.e., primary (e.g., grape growing), secondary (e.g., wine making), and tertiary (e.g., retail services or wine tourism). One of the outcomes of this complexity is that many of the focal objects in the study of the activities of wine businesses and wineries are located across disciplinary fields such as agriculture, economics, tourism, business, etc. It has been argued that this lack of a core disciplinary home has meant that research into wineries-as-businesses, especially in comparison to other forms of business, is both fragmentary and lacking. That is, the consolidated study of the range of business models that wineries may adopt is absent from any of the literature dealing with wine business (Weatherbee and Sears, 2019).*

*Despite a recent call urging for the study of wine business models (Lockshin & Corsi, 2020), work in this area remains very recent and still limited (see Dressler & Paunovic, 2020; Ferrer*

*& Villanueva, 2020; Ouvrard, Jasimuddin, & Spiga, 2020; Rosinus, 2021). Given the complexity and diversity of the forms of wineries – at the fundamental level of business organizations and their value propositions – it begs the question of whether we have fully captured the impact and influence of the winery on the other elements we have more strongly studied in wine business research (e.g., whether at the manufacturing, product or service levels)?*

*The aim of this work is to lay the requisite groundwork for the development of a typology that captures the diversity of winery business models on a global basis. Our research is designed to measure as complete a range of characteristics, features, and activities of wineries as is possible to capture the full range of differences amongst wineries. This will provide the basis for an empirically generated typology of wine business models to inform future research*

*◦Design/methodology/approach – Given the complex and heterogeneous nature of wine business in general and of wineries in particular, empirical understanding of the nature of differences amongst wine business requires a multi-dimensional approach. Though the definition of business model remains contested in both the entrepreneurship and strategy literatures there are common elements. As Haaker et al (2017) explain, the purpose of business models is to describe the manner in which businesses structure and operate in order to engage with customers. That is, how they generate, exchange, and capture value. In essence, a business model is a conceptual tool that articulates the way(s) an organization delivers value to its customers and generates revenue. Our review of the wine business and business model literatures identified a series of dimensions that should be considered in the development of a parsimonious and effective winery typology.*

*An initial data collection instrument of 35 questions allowing for the capture of 172 different features, characteristics, and activities of wineries was generated from the literature and researcher expertise. This instrument was then used to collect data on wineries in five separate countries: and in multiple wine regions within each. These included Canada, the United States, New Zealand, France, and Germany. Data was collected from October through December 2021; the total data set includes over 250 wineries.*

*◦Findings – Data collection is now being finalized and analysis will commence early in 2022 with results ready for presentation at AWBR 2022.*

**Key words:** wine business, business models, winery structure, winery organization

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