

**How could future professionals excel in wine tourism delivery? Evidence from wine regions in emerging economies**  
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**Abstract**

**Purpose** – The purpose of this study is to investigate the different traits, characteristics, and skills future professionals need to contemplate in order to address the demands of the competitive wine industry, more specifically, concerning the provision of wine tourism experiences. The insights within self-determination theory are considered to develop more robust understanding of this central theme.

**Design/methodology/approach** – The views of 32 winery representatives in ownership and management roles, operating in two emerging economies were gathered through un-structured, face-to-face interviews conducted on-site.

**Findings** – Participants’ comments revealed five key dimensions illustrated, notably, through attitudinal aspects (passion, empathy), knowledge-based (constant learning), strategy-based (problem-solver), previous work experience, and adaptation-based. This last aspect highlighted coping with the dynamic nature of the industry, while assimilating tasks or learning by doing. These findings have important implications, in particular, for the future delivery of wine tourism experiences.

**Originality/value** – By empirically examining an important knowledge gap associated with the traits and characteristics of future wine tourism professionals, the study provides original and valuable practical insights. From a theoretical point of view, the study proposes a model originating from the findings and its associations with the revisited theoretical underpinnings.

**Keywords:** Wine industry; wine tourism; wine tourism experience; future professionals; characteristics; emerging economies; self-determination theory.

**Introduction**

From the multifaceted range of leisure activities available nowadays, wine tourism continues to draw the attention of numerous academics- and wine enthusiasts- worldwide. In the Northern Hemisphere, wine tourism has increased exponentially. California leads the way, with 23.6 million visitors each year, generating US\$ 7.2 billion in tourism expenditures (Wine Institute, 2019). Spain’s wine tourism has also experienced growth in recent years, from 1.2 million visits in 2008 to 2.96 million in 2018, with a revenue of 72.6 million Euros in 2018 (Wine Routes of Spain, 2019). Similarly, in the Southern Hemisphere, visits to Argentinian and Australian wineries have been significant in recent years. In Australia, there were 8.4 million visits between 2018 and 2019, with tourism expenditures totalling AU\$ 9.6 billion (Wine Australia, 2019). In Argentina, 1.15 million visitors travelled to Argentina’s largest wine region, Mendoza, in 2018, and spent on average US\$ 46 per visit (COVIAR, 2019).

Wine tourism is conceptualised as visiting wineries, vineyards, wine shows and festivals; experiencing the attributes of a wine region and tasting the wine product are key motivating factors for travellers (Hall, 1996). As such, wine tourism research underlines the vital importance for wineries to deliver memorable experiences (e.g., Bruwer and Alant, 2009; Saayman and van der Merwe, 2015). Studies have demonstrated that visitors are looking for various tangible as well as intangible components to such experiences. Research by Alant and Bruwer (2010), for instance, uncovers as many as 12 influencing factors to choose wineries among visitors, including previous experience with a winery’s product, to making new wine discoveries, to having heard or already be aware of the brand.

The perceived importance of previous experiences visiting a particular wine region (Alant and Bruwer, 2010) illustrates that the development of offerings under the purview of the winery on its own may not be sufficient. Instead, it takes a concerted effort, where product

and service consistency across the region's wineries can make or tarnish a brand as well as destination image. Thus, the dynamism of the wineries' ownership alongside staff preparedness to address these needs, including through training, updating and consolidating their skillset, cannot be underestimated (Getz and Brown, 2006; O'Neill and Palmer, 2004). Here, some authors offer empirical findings as well as models concerning the significance of knowledge and information transfer, or organisational learning in the wine industry (e.g., Gil and Carrillo, 2016; Gil et al., 2016). In Spain, Gil et al. (2015) identify the relationship between wineries' demand for training and the changes they are experiencing in their industry. More specifically, Gil et al. (2015) notice that training revolves around wineries' efforts in accessing various markets; consequently, their requirements are for courses in administration, management, languages, and wine commercialisation. In a similar vein, research among Oregon winery managers (Marlowe, et al., 2016) ascertains that success in the cellar door environment is fundamentally dependent upon training on product knowledge.

Despite the usefulness of these empirical studies, research offering insights regarding expectations in terms of traits and characteristics of future professionals delivering wine tourism experiences, particularly in recent years, is limited. New insights enhancing understanding of this dimension could be invaluable for wineries, for instance, in their efforts to equip themselves with future key human resources that could add value and have a significant impact on a winery's day-to-day wine tourism activities. Moreover, building knowledge associated with attitudinal, adaptive, and other elements needed or expected of professionals to succeed in delivering wine tourism experiences could inform wineries and future entrants in a more comprehensive manner.

This need to develop more knowledge and understanding motivates the present research, which aims to identify the key aspects future professionals in wine tourism provision will be required to have in order to succeed in this field. To this end, the study gathers the perceptions of experienced individuals (winery owners, managers) operating in wine regions of Argentina and Chile. In doing so, the study also contributes to research in emerging economies. The consideration of self-determination theory (e.g., Deci and Ryan, 1985) allows the study to gain insights. For instance, the study will seek to associate the validity of key constructs of the theory, notably, intrinsic and extrinsic motivation, with aspects that influence professionals' preparation, entry, and in establishing themselves in the wine tourism environment. The validation of these constructs, together with the findings, will provide the foundation for a proposed model, which will contribute to a clearer understanding of the expectations and needs of future wine tourism professionals.

Thus, the objectives of the study are multi-fold. First, it addresses a strategically relevant knowledge gap in the wine tourism literature. Second, the study increases the knowledge of wine tourism research in emerging economies. Third, the study introduces a new theoretical framework, which illustrates the significance of fundamental aspects linked to perceived success in wine tourism activities, thereby emphasising the valuable insights afforded by self-determination theory.

## **Literature Review**

In the increasingly competitive wine market (Pomarici et al., 2017), for wineries, incorporating talented individuals who through their knowledge and expertise can contribute to product and service delivery is fundamental. In the last decade, Gil and Carrillo (2016) have noticed the growing consideration and recruitment by Spanish wineries of staff with university degrees specialising in technical careers, in particular oenologists. In contrast, research from Armenia's wine industry (Urutyán and Yeritsyan, 2015) have identified marginal involvement of management in providing training or educational programs for their staff.

Related to these phenomena, various theoretical underpinnings have been considered to examine aspects related to learning and knowledge acquisition in the wine industry. One study focusing on performance and continuing training (Gil and Gallego, 2016) considered human capital theory (Becker, 1964). Based upon the theory, winery employers are prepared to invest in bringing their staff's knowledge and skills up-to-date as long as their companies can benefit, namely, through enhanced productivity and overall competitiveness (Gil and Gallego, 2016).

Contrary to existing research examining ways of improving the skills of already-existing winery personnel in general, the present study gathers the views of winery representatives in ownership/managerial roles with regard to what they perceive as key traits and skills that future entrants should possess to deliver wine tourism experiences. This specific focus calls for the appreciation of other theoretical underpinnings, whose insights facilitate understanding concerning and related to the delivery of products and services destined to enhance the winery visit. Self-determination theory (SDT) has the potential for enhancing such understanding, and therefore is considered in the present research.

Originally presented by Deci and Ryan (1985), SDT highlights two key types of motivation: intrinsic and extrinsic; these two types are "based on the different reasons or goals that give rise to an action" (Ryan and Deci, 2000, p. 55). One pillar of the theory rests on the assumption that environmental and social factors facilitate- rather than undermine- intrinsic motivation (Ryan and Deci, 2000).

A key distinction of SDT, and central to its premise, exists between controlled and autonomous motivation (Gagné and Deci, 2005). Autonomy, which comprises "acting with a sense of volition and having the experience of choice" (Gagné and Deci, 2005, p. 334), is closely associated with intrinsic motivation. Further, intrinsic motivation underlines the keenness to engage in an activity because essentially it is enjoyable or interesting (Gagné and Deci, 2005; Ryan and Deci, 2000). Hence, there is an element of personal satisfaction, where the behaviour of individuals is autonomous or self-directed (Ryan and Deci, 2000).

Some of these notions are applicable to the wine industry environment, where wineries are in a position to upskill or further prepare their staff, including through training (Gil et al., 2016). However, training transfer appears to be perceived differently by employer and employee, with management interpreting it as part of the organisational environment, while for staff, "transfer reflects their motivation for training" (Gil et al., 2016, p. 65). Thus, training needs to deliver a true learning experience, essentially, by creating the appropriate conditions for training transfer, and by evaluating those facets associated with the satisfaction of staff undertaking it (Gil et al., 2016).

In the subject domain of education, intrinsic motivation can also result in high-quality creativity and learning (Ryan and Deci, 2000). Related to the field of tourism, and from a demand perspective, intrinsic motivation can encourage individuals to engage in leisure activities; indeed, Dillard and Bates (2011) identified escape, enhancing relationships, personal mastery, and winning (e.g., pushing one-self to the limit) as key motivators. Drawing on the concept of staging (Pine and Gilmore, 1998), Pikkemaat et al. (2009) illustrated the relevance of escape in wine tourism experiences. Essentially, escape was manifested through participation in the wine production process, guided tours through the vineyards, and in undertaking sporting activities associated with wine, such as wine hiking (Pikkemaat et al., 2009).

Addressing winery visitors' needs concerning these activities requires knowledge and motivation from the winery staff or ownership-management. For instance, activities that involve presenting or explaining specific aspects of the winery's core business can become repetitive and uninteresting from the deliverer's perspective and can therefore affect visitors' perceptions and the overall winery experience. In addition, personal mastery, which includes

a desire for achievement and challenge (Dillard and Bates, 2011) can manifest itself through increased learning, resulting in enhanced knowledge about wines through visits. Together, escape and personal mastery require an insightful and fulfilling delivery that relies on expert knowledge, experience with wines, and the winery environment, and that is contingent on the wine tourism professional's motivation and passion.

In comparison, extrinsic motivation refers to undertaking an activity because of its instrumental value, in other words, because a separable outcome can be attained (Ryan and Deci, 2000). While there is an argument that extrinsic motivation is nonautonomous, Ryan and Deci (2000) identify variation in the degree to which it could be autonomous. For instance, Ryan and Deci (2000) refer to the illustration of students who might be motivated to complete homework because they fear parental sanctions, or because they consider it valuable for their chosen career. Further, students can be extrinsically motivated to a) attain a separable outcome (avoiding sanctions), or b) for sheer instrumental value, as opposed to because they are interested (Ryan and Deci, 2000). Therefore, extrinsic motivation denotes "acting with a sense of pressure, a sense of having to engage in the actions" (Gagné and Deci, 2005, p. 334).

Extrinsic motivation could also be useful in understanding motivation in the field of wine tourism. From a supplier side perspective, contemporary research (Duarte Alonso et al., 2015) demonstrates how various efforts associated with this activity rely on extrinsic motivational aspects. In fact, Duarte Alonso et al. (2015) found that the lure of incrementing sales was fundamental for winery owner/managers to consider or choose wine tourism as a diversification strategy. This degree of extrinsic motivation suggests the importance for wineries to equip themselves or foster the development of skills and knowledge among their staff.

Research focusing on the winery experience further suggests the importance for wineries' management and their staff to display such extrinsic motivation, especially by 'engaging in action' (Gagné and Deci, 2005) to address visitors' needs and wants. A review of academic contributions (Carlsen and Boksberger, 2015) notes the significance of service encounters as a key attribute of the wine tourism experience. With financial management being recognised as a valuable business skill alongside marketing, human resources and strategic planning (Charters et al., 2008), there are important implications for wineries strongly paying attention to the demand side. Indeed, the future of many wineries may depend upon the extent to which they manage visitors' experience (Carlsen and Boksberger, 2015).

Having an enjoyable, educational, and overall memorable experience are core aspects of many winery visitors' motives, and staff's skills, ability and knowledge can significantly add value to such experience (Carlsen and Boksberger, 2015; Ali-Knight and Charters, 2001). Moreover, visitors appreciate 'connecting' or interacting with the winery's staff or management, whose passion can contribute to a sense of genuineness (Charters et al., 2009), and overall, to a 'total' winery experience (Roberts and Sparks, 2006).

Thus, as a way of engaging in action (Gagné and Deci, 2005) and displaying extrinsic motivation to create memorable experiences in the process, wineries essentially need to have a balanced service team that shares information on the winery and its wines, which accordingly interacts with visitors (Friedman, 2016). This interaction, which reflects upon the overall way in which staff treat visitors is crucial for winery-visitor exchanges (Williams, 2011), and arguably is strongly associated with wineries' financial management (Charters et al., 2008) and their overall bottom line.

However, research among winery personnel (Olsen and Thach, 2008) has found that while staff performance at greeting and tasting procedures was satisfactory, staff did not share "the story of the winery" (p. 35). Thus, opportunities for conveying a unique image or building the winery's brand were lost (Olsen and Thach, 2010). In addition, wine tourism research from

Spain (López Guzmán et al., 2011) reveals that wineries' preparedness to invest on their staff, including on their training, is modest, with two-thirds only occasionally making such investments. This finding implies that wineries might be more reliant on the existing knowledge, skills, and expertise of newly recruited staff and their preparedness 'to hit the ground running.'

Overall, the insights from both theory (SDT) and empirical research (wine tourism) highlight the usefulness of exploring the following propositions associated with this study's main objectives:

*Proposition 1: Perceptions of winery owners-managers concerning intrinsic motivation among future entrants to the domain of wine tourism, is represented through various desirable characteristics to make the wine tourism experience memorable, including attitudinal traits.*

*Proposition 2: Perceptions of winery owners-managers concerning extrinsic motivation among future entrants to the domain of wine tourism, is represented by various desirable characteristics that can be fulfilling to future professionals, including through instrumental value.*

## **Methodology**

This study examines the characteristics needed to succeed in the provision of wine tourism experiences based upon the perceptions of winery professionals (owners/managers). The potential links between those characteristics and different types of motivation validates the consideration of SDT as the chosen framework.

### *Method justification*

The knowledge and expertise of the participating winery owners/managers are strongly aligned with the purposive sampling method selected in this research. Indeed, purposive/purposeful sampling entails the strategic selection of information-rich cases; based upon their substance and nature, the cases will help illuminate the questions being investigated (Patton, 2015). Previous evidence of the use of purposeful sampling in wine tourism research (e.g., Canovi and Pucciarelli, 2019) further supports its selection in this research.

Associated with the purposive/purposeful method, an inductive approach to data collection and analysis is also chosen. The approach entails: a) condensing raw data into summative format, b) creating clear linkages between the research objectives and summary findings emerging from the raw data, and c) developing a framework associated with the foundation of processes or experiences revealed through the data (Thomas, 2006). Thus, the data can contribute to enhancing theoretical understanding (Graneheim et al., 2017). The development of Figure 1 demonstrates an overall alignment with notions of the inductive approach.

### *Choice of study site*

Within the focus of the research, the investigation of information-rich cases (Patton, 2015) from the perspective of individuals operating in emerging economies was deemed as particularly important. Furthermore, focusing on sites with greater limitation of resources than other more developed wine producing regions/nations would expand knowledge regarding the desired traits and characteristics of future wine tourism professionals from the point of view of owners-managers active in an emerging economy. This perspective would similarly produce useful practical insights. Thus, a decision was made to select wineries from South America's largest wine producing countries, Argentina and Chile. Two of the selected regions, Casablanca (Chile) and Mendoza (Argentina) are part of the selected group of Great

Wine Capitals, while the third region (San Juan, Argentina) follows Mendoza as Argentina's second largest wine producing region.

#### *Participant recruitment and data collection*

During September 2018, 74 wineries located in the three regions were contacted through electronic correspondence. These wineries were found through different searches on Google and TripAdvisor, as well as in various wine tourism boards and wine association listings. These businesses fulfilled the study's criteria, namely:

- Wineries must be open to the public, offering at least one form of wine tourism activity (winery tours, tastings, catering),
- Wineries must have vineyards and production facilities on-site to allow for sightseeing or tours.
- Participants must have at least three years of winery management experience, including in wine tourism management-delivery.

Electronic correspondence maintained with Corporación Vitivinícola Argentina (COVIAR) during the course of the research helped determine that Mendoza is home to approximately 800 wineries, with 146 of these currently offering wine tourism experiences (e.g., tours, tastings, catering and on-site sales) in the province. In the absence of a specific listing or online brochure identifying these 146 wineries, a decision was made to select 40 wineries that clearly indicated wine tourism offerings on their website. In addition, given their much smaller geographical size, all wineries advertising wine tourism offerings in the regions of Casablanca (17), and in San Juan (17) were contacted. The electronic message sent to the attention of wineries' owner and manager provided a brief overview of the aims of the research and requested permission to meet and conduct an on-site interview.

Of the 74 wineries, 32 (43.2%) responded and accepted the request to partake in the study (Table 1). Travel by members of the research team enabled conducting of all 32 unstructured, face-to-face interviews at the wineries' premises. The interviews lasted on average 75 minutes. In addition, the researchers were provided with a tour of the wineries, which further allowed note-taking, and on-site observations. These additional efforts contributed to the triangulation of the gathered data, for instance, enhancing confirmation of interview data and overall completeness (Adami and Kiger, 2005).

The interview protocol first entailed gathering descriptive-demographic information about participants and their firms. Subsequently, one open-ended question and one thematic proposition were presented and posed to elicit information about this study's main focus:

- To succeed in wine tourism delivery, what are key factors new entrants should be aware of?
- Please describe the main characteristics/traits you are looking for in future wine tourism professionals.

To develop the question and thematic proposition, previous research discussing staff training at the winery (Byrd et al., 2016; Gil et al., 2015; López Guzmán et al., 2011) and wine tourism focusing on key success factors (Alant and Bruwer, 2010; Bruwer and Alant, 2009; Getz and Brown, 2006; O'Neill and Palmer, 2004) was considered.

#### *Data saturation*

According to Morse (2004), theoretical saturation is a phase during qualitative data analysis, where researchers continue to sample and analyse data. During this process, linkages and concepts forming the theory are verified, and no need for additional data is recognized (Morse, 2004). In this study, no particular number of participants was identified as a clear threshold to ascertain a saturation point of the data collected. Instead, premises brought

forward by O'Reilly and Parker (2013) appeared to align with the research; these authors refer to appropriateness of the gathered data as opposed to a particular numerical threshold as a key indicator of sample adequacy. Thus, appropriateness of the data was noticed by the end of the 32<sup>nd</sup> interview. In essence, robustness of the qualitative data analysis was arrived at through saturation of the identified prevalent themes, rather than through a focus upon the number of interviews.

#### *Data transcription and analysis*

The data were translated from Spanish into English by a member of the research team, who is bilingual (English-Spanish), where the translated and transcribed data were then crosschecked by the authors to ensure accuracy and consistency. Qualitative content analysis was undertaken; this method entails analysis of textual data, whose informational content is relevant, to gain understanding of a phenomenon (Forman and Damschroder, 2007). NVivo version 12 was utilised as the data management tool. In the following sections, participants will be identified through abbreviations (see Table 1).

#### *Demographic data of participants and wineries*

As illustrated (Table 1), the majority of participants (24, 75%) were winery managers; four of these were at the same time winemakers with managerial responsibilities. Participants' experience in the wine industry ranged between two (3, 9.4%) and 40 years (3, 9.4%), with the average being just below 14 years. In terms of employment, 25 wineries (78.1%) employed between one and 35 fulltime staff; at the same time, five wineries employed between 150 and 1,500 full-time staff. Further, all wineries were open to visitors in some form, including cellar doors, restaurant, and offering winery-vineyard tours.

Table 1 Here

### **Results**

Asked about the crucial characteristics/traits future professionals need to succeed in wine tourism activities, participants' comments helped reveal five central dimensions, each of them illustrated by core aspects. These dimensions will be discussed in the following sub-sections.

#### *Attitudinal aspects*

As discussed in the SDT literature (Gagné and Deci, 2005; Ryan and Deci, 2000), intrinsic motivation is highlighted in actions that typically match individuals' interest and enjoyment. One key aspect emerging from the findings and related to intrinsic motivation is passion, which was particularly important among wineries in Casablanca and San Juan (Table 2). In this study, participants verbalised passion with regard to the wine product and wine tourism experiences. For instance, SJ4 recognised: "*Passion is fundamental; if there is no passion, you are not drawn to or interested in anything... I am passionate about wines and if I could give more to the business I would.*"

This comment echoes notions and findings of previous research (Charters et al., 2009), which highlights the significance of having passionate individuals at the winery, who display strong interest and keenness to engage visitors. Moreover, this engagement serves as a starting point to build a 'connection' between winery staff and the visit, whereby visitors feel at ease, and interactions are conducted cordially and informally, rather than as a commercial transaction (Charters et al. (2009).

Determination, empathy, a strong personality, behaving professionally, and being responsible on the job were also highly regarded. These aspects are associated with individuals' genuine interest, and can be supporting elements when they pursue enjoyment; hence, they are strongly related to intrinsic motivation. At the same time, an argument is

made that they also qualify in terms of instrumental value, as their execution or application could help individuals attain an outcome (Ryan and Deci, 2000), in this case, be recognised or excel on the job. The following comments further support the perceived significance of the above aspects:

*C2: ... if you are passive or static, you are not going to succeed in this domain.*

*M6: You need to be proactive, sociable, and extrovert... You also need to be multi-tasked and adaptable.*

Table 2 Here

The above identified attitudinal aspects have important implications for both wineries and future professionals. Essentially, wine-tasting opportunities represent core features of the wine experience (Sparks, 2007). Not surprisingly, winery staff's courtesy, friendliness, professional attitudes, and quality of service are fundamental attributes in visitors' decision to purchase wines at wineries (Hashimoto and Telfer, 2003; O'Neill and Palmer, 2004).

#### *Knowledge-related aspects*

The importance of intrinsic and extrinsic motivation became apparent in responses highlighting the value of knowledge-based aspects. For example, SJ10's comment illustrates the links between passion, learning, and benefitting the winery: *"I love my work and I pay close attention to the instructions I receive and try to learn in the short courses I take."* Hence, while the enrichment of one's knowledge can be a key factor in securing a job in the future (instrumental value), it could also be a source of interest, even enjoyment (Gagné and Deci, 2005; Ryan and Deci, 2000).

Further, knowledge that future wine tourism could accumulate, store, or enrich was perceived as invaluable when shared with consumers. Associated with this point, research by Alant and Bruwer (2010) found that awareness of the wine product, including through previous experiences, is a dominant factor among wine enthusiasts. Previous knowledge can also be influential in enthusiasts' selection of wineries to visit, which is significant for wineries and marketers (Alant and Bruwer, 2010). Further, as Byrd et al. (2016) found among visitors to North Carolina wineries, and aligned with O'Neill and Palmer's (2004) research, winery staff who are knowledgeable about wines can be significantly influential in visitors' intentions to visit and purchase wines in the future. The following comments further emphasise the importance of communicating knowledge to visitors:

*C5: ...be aware of all aspects encompassing sensorial experiences...*

*M2: You have to be able to communicate incorporating your knowledge about wine in general... and be able to communicate that in a simple, open manner, and be able to read and understand your visitors.*

M2 refers to 'reading' visitors in terms of their level of knowledge, and therefore potential areas in which their knowledge of wines and the winery could be enhanced. Additional comments highlight the different ways in which knowledge could be essential to new entrants to the wine tourism environment, including communicating in foreign languages to transmit sensations and knowledge of wines, winery and region to visitors (C5, M3, M4, SJ5).

#### *Adaptation-related aspects*

A third emerging dimension, which underlines the vital need to have the preparedness to adapt to internal and external changes as well as dynamic processes again suggests strong links with both types of motivation. In fact, adaptation can be related to or interpreted as vital pre-conditions, or even demands, to abide by professional standards and expectations. The



desire to attain a separable outcome (Ryan and Deci, 2000), and avoid potential negative consequences, similarly reflects elements of intrinsic motivation. Moreover, several comments identified increasing demands that at the same time provided opportunities for wine tourism professionals to apply and enhance their skills and talent:

*C2: You need to know and learn about wines... the wine industry is constantly evolving... this industry is very dynamic.*

*M13: ...there is a lot of movement, and we are growing a lot... the knowledge of our visitors is improving.*

The above comments also underline the extent to which winery staff need to adapt. For instance, in asserting that “not all winery visitors want the same experience” (p. 130), Charters et al. (2009) emphasise the elements of personalisation and sensitivity to visitors’ individual needs, including by being able to gauge their level of interest or knowledge. Hence, adjusting the speech or ‘script’ during the winery visitation can also demonstrate a certain level of hospitableness (Charters et al., 2009), and arguably a valuable trait, in discerning the visitor’s psyche.

Overall, operating in an emerging economy, adaptation takes an entire new level, which transcends wine tourism experiences; as SJ8 posited: *“For us Argentines, adaptation helps you overcome crises; you need to adapt constantly to what you have, to what you do not have, and to what may work.”*

#### *Strategy-related aspects*

Participants’ responses and extended comments also pointed at elements in their desired ‘wish list’ for future entrants in the wine tourism environment; these were strongly associated with their wineries’ business strategies. As with the other dimensions, the mutual inclusiveness of both extrinsic and intrinsic motivational factors was illustrated. M7, for instance, reflected on how the performance of wine tourism staff could have direct strategic implications for wineries: *“As a winery, you have to be constantly searching for innovations, not only product-related, but also market-related innovations... you can innovate in ways in which you provide the wine tourism experience, providing a better service.”* Similarly, SJ9 referred to the critical role of service delivery, and to the significance of consistency: *“You need to have personality and touch people’s lives, in providing very high quality service. You cannot have a bad day and show this to visitors.”*

M7’s observations are partly linked to research by Carlsen and Boksberger (2015), where the authors suggest various forms of enhancing the winery experience, namely, through knowledge, skills and ability, all of which can enrich visitors’ perceived value. With regard to SJ9’s comments, a study by Roberts and Sparks (2006) corroborated the critical significance of first impressions when interacting with the winery staff. Moreover, from a strategic perspective, when complemented with quality service, these interactions can result in repeat visitation (Roberts and Sparks, 2006).

Further, the strategic ramifications of service staff’s actions could have an effect on activities that help enhance the winery’s brand loyalty, repeat visitation, and increased revenues. These ramifications in turn benefit the staff, affording job security, or providing opportunities for promotion. These perceived rewards could extrinsically motivate staff to perform. At the same time, the expected passion, empathy, constant learning, and associated aspects of future entrants’ intrinsic motivation could help strengthen their relationship with wines and the wine tourism environment, thus, increasing their engagement with their wineries’ bottom-line related strategies. In this context, SJ5 stated: *“You need to identify with the winery...”* alluding at the aspiration for entrants to develop a sense of belonging or being an ambassador of the winery. Clearly, to create such sense of identity, wineries also need to

provide an appropriate working environment, where there are opportunities to learn and develop professionally.

#### *Previous work experience-related aspects*

All but three participants who had grown up in the family winery business, and who acknowledged never having worked elsewhere, strongly agreed with the need for future wine tourism professionals to have some form of working experience. Extended comments illustrated such need in a variety of ways. In various cases (e.g., C3, C4, M9, M10, SJ8) participants had worked outside the wine industry, yet all of them identified the usefulness of such experiences in unrelated roles. Indeed, respondents highlighted how working in other industries has contributed to their immediate employment, enabling them to hit the ground running and have an impact on wineries' day-to-day operations. As the following comments underline, previous work experience allowed the replication, understanding, or assimilation of tasks, methods, or even the development, distribution, and managing of working teams:

*C4: I used to travel a lot, with cruise ships...coordinating operations. This experience helped me in my current job, but I also took some courses on wine business...*

*C6: I was working in a super-fast environment, and needed to trouble-shoot... definitely, it has helped me.*

*SJ8: I worked at the local chamber of commerce for retail businesses ... This work was quite useful, for instance, in gaining communication skills.*

Other respondents who had previous experience working at other wineries (M13, SJ1, SJ3, SJ10) also acknowledged the influence and impact of that experience. Previous work experience illustrates the mutually inclusive nature of both types of motivation (Ryan and Deci, 2000). An earlier contribution by Rowe (1988) underlines one fundamental aspect of work experience to employers, in that "only through working does an individual develop those needs that can be satisfied in the workplace" (p. 109). This notion suggests strong links with instrumental values, as again through work experience many individuals can make an instant impact on the firm. Similarly, the notion implies links with intrinsic motivation, in that individuals with previous work experience tend to regard a job highly, and demonstrate "a greater commitment to work" (Rowe, 1988, p. 109).

Overall, the five key emerging aspects from this research not only offer new insights and perspectives regarding the traits and characteristics of future wine tourism professionals. Indeed, they also have strong links with theoretical discourses that convey a deeper understanding of how motivational dimensions proposed by SDT influence or facilitate the fulfilment of those aspects. Thus, as the next section illustrates, there is potential for further theory development emanating from the revealed research outcomes and theoretical insights.

#### **Discussion**

Research by Reay and Whetten (2011) draws from the work of Dubin (1978) and Whetten (1989) to discuss insightful notions concerning the foundation of theory building. Fundamentally, a strong theory should illuminate a phenomenon of interest (Reay and Whetten, 2011). To do so, and based on Dubin's (1978) premises, four essential elements must be included (Whetten, 1989):

- 1) A strong theory should consider factors, including concepts, constructs, or variables that can help explain the individual or social phenomena of interest (Whetten, 1989). In the case of the present research, these factors are illustrated by winery owners' and managers' perceived most desirable traits and characteristics of future wine tourism staff. In fact, participants' comments identified a 'wish list' of attributes that fall under the category of

extrinsic/intrinsic motivation (Figure 1). The wish list extends into five dimensions, with their respective specific components. Together, winery owners' and managers' perceived wish list and the resulting five dimensions constitute the phenomena of interest (Whetten, 1989). One of these dimensions, attitudinal-related, has been echoed in earlier research (Harkison et al., 2011) as fundamental for new hospitality industry entrants.

2) Once a set of factors is identified, a relationship between them must be ascertained. With regard to this notion, Whetten (1989) posits that relationships represent the realm of theory. In the present study, the findings revealed relationships between the five dimensions and the two motivational types (intrinsic, extrinsic). More importantly, the five dimensions are linked to both types of motivation. Whetten (1989) contends that, in principle, by adding or subtracting factors, an important theoretical contribution can be made. This study's findings demonstrate that, as opposed to adding/subtracting, both extrinsic and intrinsic factors can be interpreted as being mutually inclusive. This discourse is partly supported by Chuang et al. (2009), where hospitality employees' intrinsic factors for job satisfaction include enjoyment, the nature of work and self-fulfilment, with supervision and interpersonal relations being the main perceived extrinsic factors.

Moreover, not only do the five dimensions contain relationships with the characteristics desired or expected from new entrants in the wine tourism environment, but also are similarly associated with motivational factors. Knowledge-based, attitudinal, adaptation, strategic, and previous work experience dimensions can be interpreted as separate goals giving rise to actions (Ryan and Deci, 2000). Arguably, they can be both interesting and enjoyable, leading to achieving higher learning and professional standards, which represents a separable outcome. Similarly, they are of instrumental value, for instance, as an avenue to reach higher vocational goals or even promotion at work.

Figure 1 Here

3) A strong theory can also establish underlying dynamics, including social, psychological or economic, thus, justifying the previous selection of factors and their respective causal relationships (Whetten, 1989). Moreover, the following question needs to be answered: "Why does this representation of the phenomenon deserve to be considered credible?" (Reay and Whetten, 2011, p. 107). Concerning the present empirical examination, there are important underlying socioeconomic dynamics that validate the selection of factors; these are represented by the growing popularity of wine tourism, and the resulting significant patronage of winery visitors. The choice of perceived desirable or required traits and attributes have clear socioeconomic implications, in that they could enable entry of new professionals and facilitate their success in the domain of wine tourism.

Therefore, the study of factors associated with wineries' needs have wide-ranging ramifications, from engaging local communities, to facilitating employment and increased prosperity. Furthermore, the studied attributes and their potential to foster entry and success illustrate several causal relationships. Additionally, and again, a mutually inclusive relationship between the two types of motivation is observed, with clear evidence concerning its links with psychological dynamics such as an individual's desire and drive. Moreover, the findings underline that the desired/required attributes for future wine tourism staff can be both sources of intrinsic and extrinsic motivations, and therefore can be powerful sources of not only professional attainments, but at the same time personal growth and enrichment. This evidence helps validate the two propositions presented in this study.

4) A final essential element concerning the premise of a good theory considers ascertaining the conditions under which the theory's predictions would hold true (Reay and Whetten, 2011). The winery environment, and more specifically, the area of wine tourism, where product, service, environment, landscape, and even food and events can be integrated to offer memorable sensorial and educational experiences represent conditions where the

application of theory holds true. In other words, based on the study's findings and considering the key motivational factors discussed in SDT, the wine tourism environment requires a set of attributes based upon intrinsic and extrinsic motivation.

The model also suggests important implications for individuals' personal, educational, and consequently, professional development. Inevitably, these implications could have positive impacts on staff, developing their value and marketability, as well as for their business of choice. As underlined in the hospitality literature (Chuang et al., 2009; Harkison et al., 2011), strong consideration of both intrinsic and extrinsic motivational attributes could have also impacts on future entrants to the wine tourism environment, and thus, overall, on the wine industry.

## **Conclusions**

This study makes several contributions to the wine tourism and hospitality literature. First, the study has addressed an under-explored dimension of the wine tourism experience, namely the desired traits and characteristics of future wine tourism professionals. Second, it has focused upon wine regions of emerging economics, which have also been under-studied. Third, it has proposed a theoretical framework which considers insights of SDT.

The findings reveal the dimensions of attitudinal-related aspects, knowledge-based, adaptation, strategy and previous work experience as key focal areas. Furthermore, as illustrated in the developed framework (Figure 1), these dimensions underline the unequivocal mutually inclusive nature of both intrinsic and extrinsic motivations. Two propositions presented were validated through the research findings. Thus, overall, the manuscript's findings relate to, complement, and extend previous research that has emphasised the significance of skills and aptitudes of winery management and staff to render winery visitation a memorable experience. Some of these studies highlight the relevance of passion (Charters et al., 2009), product knowledge (Alant and Bruwer, 2010), personality (Roberts and Sparks, 2006), that together with skills and ability, can positively affect visitors' perceived value of their experience (Carlsen and Boksberger, 2015).

### *Theoretical Implications*

As recently demonstrated by D'Annunzio-Green and Ramdhony (2019 in the area of talent management, and mirroring the present research, SDT was revealed as an insightful conceptual lens. Through this lens, a more rigorous understanding, as well as increased appreciation, and deeper analysis concerning key motivational elements related to future wine tourism professionals can be fostered. Consequently, the proposed framework (Figure 1), complemented by the foundations of SDT, and supported by the research findings, represents a valuable theoretical contribution, providing guidance and a vision upon which wine tourism providers could reflect when considering new additions to their workforce or developing existing staff.

Thus, an overarching theoretical implication relates to the crucial role that intrinsic and extrinsic motivation plays in influencing and in maximising the value and potential of new professionals in the wine tourism environment. The mutual inclusiveness of these types of motivation, which are reflected through the main aspects found in this research suggests the significance of nurturing, developing, and further advancing those behavioural traits and skills. This process can be enhanced through hands-on experiences, whereby future professionals acquire knowledge about technical and practical aspects of the winery, and transmit, share, and communicate these to winery visitors through passion, positive first impressions and high-quality service (Charters et al., 2009; Roberts and Sparks, 2006). Cultivating these types of motivation could also lead to opportunities for these future professionals to grow, thereby becoming 'servant leaders' (Zoghbi-Manrique-de-Lara and

Ruiz-Palomino, 2019), developing and improving younger talent's social skills, with positive repercussions for visitors' experience.

As illustrated (Table 2, Figure 1), another theoretical implication is identified, in that intrinsic and extrinsic motivation is central to harnessing and unleashing new or seasoned professionals' skills, effort and in shaping their attitude to attain objectives. Here the role of autonomy as an instigator or stimulator of a particular type of motivation becomes less pronounced. Instead, the findings identify that a combination between duty and enjoyment can arguably trigger the desire for action (Ryan and Deci, 2000). In turn, this combination implies that an individual's perceived instrumental value, personal interest and enjoyment could contribute to their longevity and performance in the wine tourism environment. Associated with these points, the research addressed Hassi's (2019) suggestions to emphasise 'the individual level' and characteristics of employees, including their motivations to innovate. Among others, this last aspect also emerged in the present research (e.g., M7's comments).

### *Practical implications*

The nexus between instrumental value and personal interest and enjoyment (Gagné and Deci, 2005; Ryan and Deci, 2000) represent win-win situations for the key stakeholders of wine tourism, with significant practical implications. First, there is value for wine tourism professionals, notably, in their further development and personal enrichment. Second, there are important benefits for the winery itself, as staff possessing traits-characteristics within the revealed dimensions could contribute to enhancing the strategic direction of the business, including elements associated with its bottom-line. In essence, it is vital to recruit professionals with a desire to work in wine rather than focusing solely on those possessing extensive working experience in the industry. Third, and ultimately, there is also a win for winery visitors, as an increasingly professional staff will have a visible impact on the winery, thus, enabling travellers to enjoy personalised and memorable experiences that will linger over time. Addressing this last point is particularly crucial, given the high "potential for mismatch between the desired wine consumer experience and the offerings of the winery" (Carlsen and Boksberger, 2015, p. 141), with an inevitable risk of diminishing the value of the experience.

The successful display of the above traits and characteristics by future wine tourism professionals could be further enhanced through the acquisition of knowledge around more technical aspects of the wine industry. As previously suggested, current trends in the wine industry include the recruitment of individuals who possess university-based careers, as well as sales specialists (Gil and Carrillo, 2016). Thus, this study argues that possessing the above desirable traits and characteristics could also lead to future endeavours and goals among wine tourism professionals to acquire other much-needed skills and knowledge. These elements would contribute to adding more value to the winery experience, while making a more holistic commercial contribution to the winery enterprise.

In this context, the study also has policy implications. For instance, to further develop the technical skills of future wine tourism professionals, wineries and the wine industry could consider partnering or collaborating with educational institutions. Despite criticism regarding the opportunity-cost for educational institutions stemming from university-industry linkages (Giuliani and Arza, 2009), mutual relationships can facilitate exchanges and activities that, as in the case of practical training or research projects, could add value to both parties.

Concerning the present research, students completing a degree could embed more practical aspects of their degrees' area in real-world scenarios (practical work), with opportunities to develop their skills in anticipation of a full insertion into industry. In contrast, winery personnel attending such courses could absorb more technical aspects (e.g.,

financial management, foreign languages, oenology) that would complement their more innate traits and develop current skill sets further. This added knowledge would not only benefit wineries through individuals' newly gained multitasking skills, or being more aware of aspects associated with wineries' financial bottom-line (e.g., understanding cash flow, maximising resources), but also through technical knowledge (winemaking, vineyard management), and further enhance visitors' winery experience.

To achieve these common goals, in aligned with policy recommendations to promote university-industry linkages made by Giuliani and Arza (2009), one way to enable these is through a selective process based upon factors that would allow for improving knowledge diffusion regionally or nationwide. Moreover, Giuliani and Arza (2009) emphasise the preference of quality over quantity, whereby model universities and firms have fewer links that enable a stronger focus on absorption, improvement and diffusion of knowledge.

### *Limitations and Future Research*

Although the research investigates an under researched area of the wine tourism literature, the study is limited in various forms. First, it focuses predominantly in wine regions of emerging economies, which precludes the broader generalisation of its overall findings to wine regions from both emerging and established economies. At the same time, this limitation presents an opportunity for future studies to build new knowledge and understanding, including the role played by intrinsic/extrinsic motivation. Second, while the proposed framework provides first-hand theoretical as well as practical insights into the realm of future wine tourism professionals, its usefulness only extends to the present research. Hence, future research could help validate the framework, including through investigations that examine the desired characteristics and traits of future entrants in other industries, including other hospitality and tourism environments. For instance, the appropriateness of the framework could prove useful in the domain of craft-brewing, culinary, and other forms of tourism. Finally, this research gathered data from winery owners and managers. Future research could extend such scope to explore the perceptions of incoming or current professional staff working at wineries, which would help confirm/disconfirm the findings of this study, or even extend and complement the richness of the data further.

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