

## case study

# Marketing Texas Wine: Determining the who, what, and where of a growing market

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## Introduction

For thousands of years, the naturally mineral rich Texas soil, especially along rivers and streams, provided a solid base for the growth of wild grapevines. It was the Spanish missionaries that recognized the potential that the Texas soil had for growing wine grapes and in the 17th century they started cultivating vineyards near modern day El Paso. Fast forwarding to the 1800's, the influx of European settlers brought with them the cuttings from the traditional grape varieties found in Europe. While many of them succeeded at first, the Texas climate only allowed for the native varieties to succeed (Combs, 2015).

Texas has not only a rich history with such events like the Battle of the Alamo, but also with wine. Val Verde Winery, the oldest continuously operating winery in Texas, opened in 1883 (Val Verde Winery, 2013). By 1900 there were over 25 wineries in Texas producing native varieties, but through prohibition and its repeal only Val Verde was able to survive, and still remains operational. It wasn't until the 1970's that the wine industry in Texas began its resurgence, with the founding of the Sandy Land Grape Growers Association. With advancements in technology and irrigation techniques, these wineries soon realized that classic vinifera could be grown in Texas, not just the native grapes that were originally grown in the region. So began the revolution of Texas wine production.

The Llano Estacado Winery, being one of the leaders of the Texas wine resurgence, also contributed greatly to Texas wines getting national recognition. Llano Estacado officially opened January of 1976 producing only 1,300 cases of primarily native Texas varieties, grown in the High Plains region, for the first year (Llano Estacado Winery, 2016). The early 1980's brought with it rapid expansion and advancement for Llano, with the winery quadrupling its production and introducing its first bottles of classic varieties. Facilities for Llano were upgraded in size and quality in this same time period, resulting in production reaching over 15,000 cases by the middle of the decade and the garnering of national attention when the 1984 Chardonnay received a "Double Gold" at the 1986 San Francisco Fair. Through the rest of the decade and beginning of the '90's, Llano continued to expand its distribution network, going as far as Great Britain, France, and Germany, as well as continuing to win awards, including a Gold Medal at the

London International Wine and Spirits Competition.

"Texas High Plains" was finally recognized as an appellation by the BAFT in 1993 and by the end of the 1990's the High Plains was being recognized by publications like Wine Enthusiast and Wine and Spirits Magazine for the affordable, high quality wines being produced. Through the first decade of the new millennium Llano Winery as part of the High Plains continued to improve its image, being involved with events like the Presidential Inaugural Ball for George W. Bush in 2005, and expand its facilities to bring production up to 170,000 cases annually (Combs, 2015). The Texas High Plains AVA (American Viticultural Area) is the largest of the Texas AVAs with over 8 million acres and 80% of Texas' wine grapes grown (Texas Wine and Grape Growers Association, 2016).

Even with this rapid expansion and history of award winning, wineries still find it difficult to break out of the state of Texas in terms of sales. In 2014 Llano was in the top 20 for volume sold in Texas, coming in front of many big name brands, such as Decoy, Apothic, Cupcake, and Rex-Goliath. However, they were not able to get a solid foothold in any other markets, with less than 5% of their sales coming from non-Texas markets (Hyman, 2016). This is a consistent pattern that occurs within the Texas wine industry, which leads to the question, who should the Texas wine market consumer be? Should it follow the path of Oregon, Washington and California in an attempt to achieve national recognition? How should it market its product? The following case will present this information and a set of strategies to help in answering this question.

## Wine as a Product Domestically and Internationally

Many consumers use country-of origin to evaluate wine product quality. Thakor and Lavack (2003) found that the place where the product is produced is not as important as where consumers think it is made. While wines from Old World regions such as France and Italy are labeled by origin, wines from New World regions, such as California and Oregon, are labeled by varietal (Schamel, 2006). This is a result of wines from California and Oregon having various different wine styles, microclimates, flagship varieties, and viticulture practices. Even with this, U.S. consumers are starting to recognize the value that the French and many other 'Old World' wine producing countries put on the region of origin.

From a marketing perspective, wine holds the highest geographic association than any other agricultural product (Thode & Maskulka, 1998) and prior research has shown that there is a positive relation-

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ships between the country of origin image and brand equity (Bruwer & Johnson, 2010; Yasin et al., 2007). Consumers will pay much higher prices for wines from a well-known producer or region simply because they do not have sufficient wine knowledge or they are uncertain about quality. Bruwer and Johnson (2010) found that the addition of regional information on a label increased consumer confidence in the quality of the product. This has led to certain regions in California and Oregon (like Paso Robles, Sanoma, and Willamette) increasing in popularity throughout the United States since they have garnered a reputation for high quality wines. Due to this highly localized recognition of quality, more AVAs are being proposed and fewer wineries are labeling with county of origin, or even state of origin.

California is the leader in number of AVAs with over 170 currently registered. California's various wine regions are unique because they can range from warmer climates, like in Paso Robles for great Zinfandel and Syrah production, to cooler climates like the Russian River Valley for excellently balanced Pinot Noir. California's wine grape farmers have used the geographic branding of their wine grapes as a key collective strategy (Warner, 2007). The counties such as Napa, Russian River Valley, and Sonoma Valley AVAs has positive effect on consumer perception of product quality and brand equity due to their well-known regional branding (Bruwer & Johnson, 2010). California regions receives significantly higher prices compared to other New World regions, such as Texas (Schamel, 2006).

While Oregon only sits with 16 AVAs (significantly less than California), several of those have made a reputation for producing quality wines, allowing them to penetrate out of state markets. The Oregon wine industry has been greatly benefited by the migration of California wine makers who acquired vineyards and established wineries (Carew & Florkowski, 2012). Oregon's cool climate is perfect for Burgundy varietals such as pinot noir and pinot gris. Willamette Valley AVA is where most of the pinot noirs are grown in Oregon (Steiman, 2009). Unlike the winery industry in California that is dominated by many large wineries, the wine industry in Oregon is dominated by small wineries that enjoy great local demand for their wines (Carew & Florkowski, 2012).

### **Texas wine**

Texas is ranked as fifth in the nation in wine production (MKF Research, 2014). This production comes from 8 appellations: The Mesilla Valley, Bell Mountain, Fredericksburg, Texas Hill Country, Escondido Valley, Texas High Plains, Texas Davis Mountains, and Texoma. Wine production in Texas continues to grow each year with over 1.5 million gallons produced in 2014 (Texas Wine and Grape Growers Association, 2015). Now, Texas has over 350 wineries and over 80% of Texas wineries are small producers (MKF Research, 2014). As the number of Texas wineries increase, so does the number of local consumers.

Texas wine has been marketed under the GO TEXAN marketing cam-

**Figure 1**

### **A generic photograph of a GO TEXAN wine label**



([www.winesandvines.com](http://www.winesandvines.com), 2014)

paign put forth by the Texas Department of Agriculture since its inception in 2002, along with food fiber and horticulture. The whole goal of the GO TEXAN brand (fig. 1) was to tap into the strong Texas loyalty of the state's citizens (Hanagriff, Smith, Rakowitz, & Pavelock, 2003). While this is an effective strategy for locally grown vegetables that have a market predominately contained in Texas, it is possible that it hinders sales of more transportable goods (like wine and olive oil) outside of the state.

The campaign, however, has been very successful in getting the in-state consumers to buy into Texas wine due to their high levels of ethnocentrism, even though Texas is not typically associated with high quality wine (Guidry, Babin, Graziano, & Schneider, 2009). Even with this high ethnocentrism though, a study of 257 subjects from Texas found that there was still a bias towards the French labeled wines. There was almost a full point higher average score of the same wine that was labeled "French" as the one labeled "Texas". Along with this respondents were also willing to pay an extra \$6.00 a bottle for the "French" wine (Guidry et al., 2009). This shows that even though Texans are willing to buy local wines, they still do not see them as the same quality as other wine producing regions.

Where most 'Old World' wine producing countries, like France, have a clear regionality (the reputation a wine region has for producing wines with a distinctive style), most 'New World' regions do not have that same association (Easingwood, 2007). Easingwood goes on to argue that by focusing in on a single style could help reinforce a regions distinctiveness. The GO TEXAN website states that Texas wines fall into five varietal/categories: Viognier, Sangiovese, Tempranillo, Black Spanish and Port/Dessert wine.

## Selecting The Marketing Strategy

Two theoretical considerations need to be considered in marketing Texas wine. The first is ethnocentrism. Ethnocentrism is defined as the belief of superiority over one cultural group over another (Ethnocentrism, 2016). Prior research has shown that ethnocentrism of the state of Texas is high and that outsiders of the state of Texas view its people in a different manner than other states such that they have greater egos and have an "old west" aura about them (Schneider, 2007). Other research has suggested that Texans show a strong favoritism and liking for living in the state and take great pride in the state and its products (Johnston, Phelan, & Velikova, 2015). Considering this notion may affect how the Texas grape growers and wine industry view strategy selection.

The current consumers of Texas wine are just that, Texans. Most of Texas wine (95%) stays within the state boundaries. In the most recently commissioned study, 51% of Texans have heard of Texas wine and primarily heard about it through magazines or journals. The demographic profile was concluded to be over 500 years of age, which at least \$80,000 of annual household income and a higher level of education. Texans themselves prefer California wine over Texas Wine and 80% of all Texans have tried Texas wine.

With this in mind below are strategies to consider when marketing Texas wine, these strategies are not mutually exclusive and elements of each could be considered to generate a comprehensive marketing program. Something to also consider is that the strategies below are considered on a general agreement at a level at the least of which is the AVA similar to that of California (Warner, 2007). Some strategies would consider all AVAs of the state of Texas; suggesting at any level wineries would be working in a cooperative, or a cooperative and competitive relationship manner (Bengtsson & Kock, 2011):

### *Marketing a category: Sweet wine*

Could picking one specific wine style help reinforce the different wine regions, and wineries like Llano Estacado, in Texas by giving them a more solid identity? While it might, "firms who sell regional or specialty products often share a collective reputation based on aggregate quality" (Winfrey & McCluskey, 2005, p. 206). According to that logic it will take the entirety of Texas wine catching up in quality and award winning status it will be difficult for wineries, like Llano Estacado, to fully develop a substantial market outside of Texas. Wineries could move away from labeling their wines as "Texan", but would that be enough, considering approximately two-thirds of consumers prefer being able to see larger regional brands on the label (Bruwer & Johnson, 2010) consumption frequency and differences between segments on the basis of gender and age from a regional branding perspective. Design/methodology/approach: Data collection took place by means of a highly-structured online survey of wine consumers across the

USA. The request to participate was directed to legal wine drinking age people of 21 years and older to 9,922 e-mail boxes that yielded a response rate of 5.7 percent, finally resulting in 570 usable surveys. Findings: Consumers used regional branding cues, information and images in their assessment and valuation of comparative wine labels. Almost without exception, the addition of regional information on a wine label increased consumer confidence in the quality of the product. Research limitations/implications: Any follow-on work to the study should also include a broader sampling of consumer types throughout the USA and comparisons made with the study to assess the validity of generalising the results here. Practical implications: Regional branding efforts should be targeted at high wine product involvement consumers rather than their low involvement counterparts, as high involvement consumers are likely to be more influenced by brand-based cues. Originality/value: The paper is of value to academic readers, wine industry practitioners and regional trade and tourism associations and other commercial entities that market their products with regional branding cues.

*Wine Spectator*, a leading reviewer of wines, has said that Texas wine does not have a terroir (or somewhere) that is suited to the production of high quality wine. But Texas wines, in particular in the Hill Country AVA have taken advantage of the market and are producing sweet wines that are easy to drink. Llano Estacado's best seller is their sweet wine.

Sweet wines are often a new wine drinker's entrance into the world of fermented grapes. White Zinfandel saw tremendous success in the 1980s, and while sales of declined due in large part to the dilution and name stigmatization, it is often still found in sweet mixed cocktails (Murphy, 2003). With this in mind, Texas has the potential to enter new markets outside of the state lines. Sonoma State University says that wine drinkers tastes are varied but overall consumers today crave fruity, a little sweet, and not expensive wine: something Texas can produce in quantity (Romano, 2015).

### *Marketing to the consumer segment*

A wine drinker will typically fall within one of six consumer wine segments according to Bauherhaus Design (2016), a leader in consumer wine segments:

- The overwhelmed: Intimated by number of choices don't know what to buy, if confused won't buy.
- The image seeker: Wine as a status symbol, discovering wine, have basic knowledge, millennials and males.
- The enthusiast: knowledgeable about wine, influenced by wine ratings and scores.
- The savvy shopper: Looking for good wine deals, but has a few favorites to supplement new discoveries.
- The traditionalist: Enjoys wine from established wineries, resistant to try new wine brands but likes a wide variety of well-

known brands.

- The satisfied sipper: Not very knowledgeable, but enjoys drinking, will buy the same brand, drinks daily, does not consider food and wine pairings.

The overwhelmed make up approximately 23% of the wine consumers, where image seekers make up 20%. The smallest segment, the enthusiasts make up 12% of the wine consumers. The remaining segments are about evenly distributed. So far, the GOTEXAN.org website provides consumers a 'wine personality' tool that will determine their personality based on their Texas wine varietal (Texas Department of Agriculture, 2016). While the tool is for humor's sake, GOTEXAN.org could provide a realistic assessment tool based on these segments and provide Texas wines for the consumer to try. As the consumer progresses in their wine knowledge and consumption, the website can continue to provide new recommendations with different flavor profiles of their favorite Texas wine.

### *Marketing to the Texans*

The name 'Texas' conjures many images to individuals. Certain stereotypes associated with the state include fire arms and its gun laws, trucks, the old west, the Bush family and oil. As individuals, people associate Texans as a population with being conservative, stubborn, self-righteous and traditionalists (Schneider, 2007). Texas as a state is unique in that many brands make Texas-specific products to help in marketing to Texans due to their high levels of ethnocentrism.

The GOTEXAN marketing program has been used to market products that are produced by the state. As the demand for locally produced agricultural products has increased, by labeling wine as a GOTEXAN product, this will create a greater association with Texas wine to being Texas produced as many of wine consumers may not be familiar with Texas wine AVAs and matching growing climates with personal preference. An example of the current GOTEXAN logo can be seen on a generic wine bottle as seen in figure 1. The Texas Department of Agriculture proposed the limitation of the use of GOTEXAN, to include only wines that are made with 75% Texas grapes. Because many of the vines in Texas are still not mature enough to be producing wine, some wineries have to import grapes from other states but then blend to create a final product.

### *Marketing to the AVA*

Conversely, instead of using GOTEXAN as a marketing technique to enhance purchases to Texans, an ulterior motivation may be to label the wine prominently by the AVA. Each winery could support the marketing initiative to not only sell to Texans, but prominently those in their own area to create an even higher level of ethnocentrism and a consumer loyalty to the product as wine is supporting local jobs, the economy, and is grown from their own soil

## *Marketing to the national and international segments*

### *National*

Texas doesn't have to be too concerned about the perceived quality of its wine affecting the survival of the wineries since the local population has such strong ethnocentrism (Guidry et al., 2009; Wilcox, Laverie, Kolyesnikova, Duhan, & Dodd, 2008) the aim is to investigate the influence of two key facets of brand equity (brand awareness and perceived quality). However, if this high potential wine producing region ever wants to get to the same level as specific AVAs in states like Oregon and California changes must be made to improve its image outside of the state of Texas.

Using the geographical identity of a product has grown in popularity recently as a way to brand various commodities from "Florida Oranges" to "Kona Coffee" (Agarwal & Barone, 2005). The success of these newer geographical identifiers rely on creating an image of exoticness or scarcity that creates a demand for them (Babcock, 2003). While this can be translated to the branding of wine, especially with old world regions like Champagne and The Rhone Valley that have world-wide recognition, it is unlikely that Texas currently has a strong enough association with quality wine to be able to brand outside the state using this strategy.

One of the main marketing strategies used with geographical identity is to build an image of quality off of complimentary products from the same region (Agarwal & Barone, 2005). Instead of having consumers view the region or area as a brand, there is a trend towards using these geographical identities as a cue for consumers to judge the quality of products with little, to no knowledge of the product itself. So by pairing Texas wine with the Texas beef, which has a high quality association with Texas in the United States (Peterson & Parks, 2016), there is a potential opportunity to create a strong link between the two, thus boosting consumer perceptions of Texas wine.

### *International*

International markets like China are growing tremendously, with China becoming the largest market for red wine in 2013 with 1.86 billion bottles sold. Factors like Chinese beliefs (i.e. the color red is lucky), along with the growing affluence of the younger generation are contributing to the increased wine consumption (Branigan, 2014).

U.S. wine exports reached \$1.49 billion in winery revenues in 2014, 90% of which were from California. Japan, China and Hong Kong were California's third, fourth and fifth largest export markets by value after the European Union and Canada. These three Asian markets represent a total export value of \$223.4 million (Wine Institute, 2014). Given that California representing 90% of all wine exports, this leaves potential for Texas to start supplying wine to the growing international consumer base.



## Conclusion

With many potential options of marketing wine to a variety of consumers and geographies, the Texas wine industry can be sure of one thing: sustainability. As more people are beginning to try wine, the number of loyal wine consumers continues to grow (Guenter, 2013). This with such events like the California wine drought will inevitably lead to a reduction in wine produced from the state of California, leaving opportunity for non-traditional quality wine states to showcase their product and make a name in different markets. How the Texas wine market chooses to move forward with their product will be an interesting case in supply, demand, and marketing.

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## Summary

The Texas wine industry has been growing dramatically since the 1970s with some wineries like Llano Estacado producing award winning wine and supplying wine to some of the nations' dignitaries. Despite its accolades, most Texas wine is sold within its own state boundaries. With the California wine drought going to affect the quantity of wine produced, the state of Texas has an opportunity to market its product to current and new wine drinkers. This case provides a background on origin labeling and the wine industry while providing

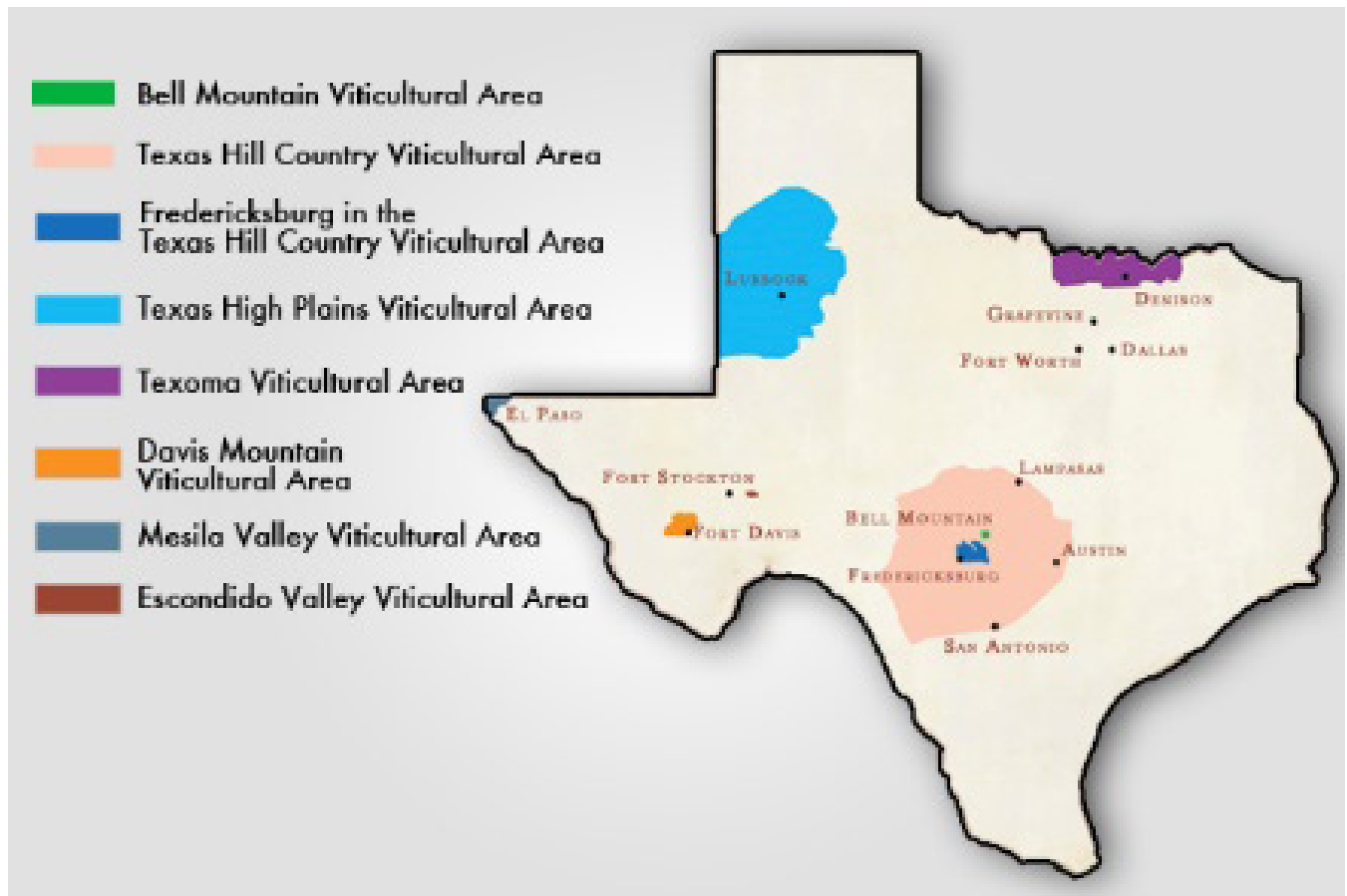
**Appendix 1:**

**Supplemental Handout**

**Key Terms**

1. Winery – an establishment where wine is made, but not necessarily where all wine grown nor bottled. Wineries can import grapes they did not grow but make the wine at the winery.
2. Varietal – (of a wine or grape) made from or belonging to a single specified variety of grape (dictionary.com). Example: Merlot is a varietal of grape belonging to the primary wine grape species *vitis vinifera*.
3. AVA- American Viticultural Area; a designated wine grape growing region. The boundaries of the AVA are defined by the Alcohol and Tobacco Tax and Trade Bureau.
4. Ethnocentrism- the belief in the inherent superiority of one’s own ethnic group or culture (Ethnocentrism, 2016)

**Texas AVA Map**



*Image provided by GOTEXAnwine.org as part of the Texas Department of Agriculture (2016)*

## Marketing Texas Wine: Determining the who, what, and where of a growing market

potential marketing strategies the industry can use to increase revenues and improve image.

### Teaching Objectives

- Explore how agricultural products can emerge and grow leading the business owners to understand the who, what, where, when, and why of a product.
- Discuss ethnocentrism and cultural differences among local, regional, national, and international markets.
- Analyze marketing strategies and the potential benefits and pitfalls of incorporating specific strategies.

### Courses and Intended Levels

This case is intended for undergraduate students in hospitality marketing, wine tourism classes, or strategic management classes. There is also an application in the fields of geography, and psychology students can use to enhance learning.

### Case Research and Methodology

Data Sources:

1. Primary
  - a. Interviews with Llano Estacado employee
  - b. Personal use of Texas wine
  - c. Observation in off premise locations that sell Texas wine
  - d. Wine tours throughout the state of Texas
2. Secondary
  - a. Go Texan website (<http://www.GOTEXAN.org/Experience-GOTEXAN/TexasWine.aspx>)
  - b. Wine spectator reviews
  - c. Academic literature review

### Links to Theoretical and Applied Frameworks

#### 1. Ethnocentrism

The state of Texas is known for going 'big': its big size and big egos. Ethnocentrism, or the belief in the inherent superiority of one own's cultural or ethnic group over another is high in the state of Texas. The ethnocentrism of Texans could be a blessing and a curse. For locals the ethnocentrism is welcome and apparent, making local products of great importance. However, the ethnocentrism of a non-Texan may find the attitudes off-putting and therefore could have the individual not want to try a product produced from the state.

- 1a. Supplemental readings and references for use with the case:
  - c. Carpenter, J. M., Moore, M., Alexander, N., & Doherty, A. M. (2013). Consumer demographics, ethnocentrism, cultural

values, and acculturation to the global consumer culture: A retail perspective. *Journal of Marketing Management*, 29(3/4), 271-291.

- d. Fernandez-Ferrin, P., & Bande-Vilela, B. (2013). Regional ethnocentrism: antecedents, consequences, and moderating effects. *Food Quality and Preference*, 30(2), 299-308.
- e. Orth, U. R., & Firbasova, Z. (2003). The Role of Consumer Ethnocentrism in Food Product Evaluation. *Agribusiness*, 19(2), 137-153.
- f. Schneider, A. (2007). Politically correct stereotyping: The case of Texans. *International journal of contemporary sociology*, 44(1), 87.

1b. Supplemental readings and reference for use with the case (wine specific):

- a. Spielmann, N. & Babin, B. (2010). The importance of where and who in wine. Paper presented at the 5th International Academy of Wine Business Research Conference. Auckland, New Zealand.
- b. Bernabeu, R., Prieto, A., & Diaz, M. (2013). Preference patterns for wine consumption in Spain depending on the degree of consumer ethnocentrism. *Food Quality and Preference*, 28(1), 77-84.

1c. Supplemental websites for examples to use in other state based marketing programs:

Nearly every state engages in branded marketing initiatives to encourage consumers to buy locally made, and sourced products. This was largely a result of the Agricultural Act of 1946 which promoted marketing agricultural products. Ohio, for example, labels their Department of Agriculture marketing program as Ohio Proud, while Oklahoma labels their simply Made in Oklahoma. Each state's program varies in support and involvement, and can be used comparatively for determining if the GOTEXAN branding is a marketing strategy the wine industry should engage in.

- g. "Ohio Proud" Department of Agriculture marketing program: <http://ohioproud.com/>
- h. "Made in Oklahoma" Oklahoma agricultural marketing program: <http://madeinoklahoma.net/>
- i. "Jersey Fresh" State of New Jersey Department of Agriculture: <http://www.jerseyfresh.nj.gov/>

#### 2. Selecting a marketing strategy

When marketing a growing product determining the strategy of the local industry is often as important as determining the strategy of an individual firm. Often firms that are in competition with each other

can pull resources and create 'coopetition' that is the simultaneous role of cooperation and competition within firms. For the Texas wine industry, this is necessary as all are trying to put out quality product to please consumers. But, if one winery chooses to label GOTEXAN while another chooses to focus on a specific consumer segment, the local industry may be doing itself more harm than good. The following supplemental readings can help to guide in strategy selection:

- a. Bengtsson, M., & Kock, S. (2000). "Coopetition" in business Networks—to cooperate and compete simultaneously. *Industrial marketing management*, 29(5), 411-426.
- b. Choi, P., Garcia, R., & Friedrich, C. (2009). The drivers for collective horizontal coopetition: a case study of screwcap initiatives in the international wine industry. *International Journal of Strategic Business Alliances*, 1(3), 271-290.
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- e. Walley, K. (2007). Coopetition: an introduction to the subject and an agenda for research. *International Studies of Management & Organization*, 37(2), 11-31.
- f. Wang, Y. & Krakover, S. (2008). Destination marketing: competition, cooperation or coopetition? *International Journal of Contemporary Hospitality Management*, 20(2), 126-141.

- What are some potential problems with selecting just one strategy?
- What problems could arise for the Texas wine industry that are outside the scope of the strategies? (i.e. weather, policy changes, etc.)
- What other specific strategy could be employed that is not listed in the case?

### ***Assignments***

1. Assume you are a fictitious board that oversees the marketing strategy of the Texas wine industry. Based on the options provided and your own research, what strategy or parts of each strategy provided should the Texas wine industry take? Conduct a SWOT analysis and present your results for the class.
2. Determine another emerging product that could be facing the same challenges the Texas wine industry faces. Determine a set of strategies the product or industry could take. How are they the same and different from the opportunities Texas wine has?
3. Assume you are the owner of a small Texas winery, how could each of these strategies impact your business on an individual level, and not on an industry wide level?
4. Create a financial assessment of the potential cost of each plan. Which would be most cost effective? Which would be least cost effective? Determine an ROI for each strategy.

### **Suggested Teaching Approves**

This case presents an engaging and interactive opportunity for an undergraduate class. It is relatable to students as most hospitality students and marketing students in college have some interest in wine, beer, and spirits, but also that some will see the value of selecting one approach to strategy over another. This along with the supplemental readings on ethnocentrism and coopetition will provide the instructor a variety of opportunities to create a lively discussion.

### ***Technological application***

The use of polleverywhere.com or Plickers would provide a simple way to poll class on some basic multiple choice questions or either/or strategic questions regarding the selection of a strategy.

### ***Discussion questions***

- Discuss if and how the wineries should work together in determining a marketing strategy?
- What other states or cultural groups have high ethnocentrism?
- Discuss a product or brand that has been highly embraced by a particular segment of consumers.