

WINE CLUBS AS A MARKETING TOOL FOR SEGMENTING CUSTOMERS, BUILDING WINERY LOYALTY AND IMAGE: SOME EMPIRICAL EVIDENCES¹

Dr. Cristina Santini²

School of Business Administration
University of Florence, Italy
cristina.santini@unifi.it

Dr. Monica Faraoni³

School of Business Administration
University of Florence, Italy
monica.faraoni@unifi.it

Prof. Vincenzo Zampi⁴

School of Business Administration
University of Florence, Italy
vincenzo.zampi@unifi.it

Abstract

A wine club provides selected benefit to a group of customer organized by a winery (Teaff *et al*, 2005, p. 34). Since their early introduction in US, wine clubs boomed and evolved: from an alternative distribution channel (Coppla, 2000), to a tool for retaining customer loyalty and revitalising steady sales (Barclay, 2005). In this paper we aim to describe the potentiality of wine clubs for Italian wineries and how they can revitalise sales in a mature business (Harrigan, 1990). Research questions are: are wine clubs effective in enhancing firm loyalty and in creating stable relationship with tourists and customers? Can we perform customer segmentation and enhance winery image through wine clubs? Previous findings related to loyalty programmes in the wine business will be considered; a literature review will be carried out to support specific propositions and research questions. After having provided a description of the phenomenon of wine clubs, through the collection of secondary data, we will draw a segmentation of wine clubs population, according to their characteristics. We will present some data from a survey submitted to a sample of Castello di Fonterutoli wine clubbers. We conclude with recommendations for professionals and practitioners.

Keywords: wine clubs, loyalty programmes, rewards, customer relationship; Tuscany.

¹ This research has been supported by the Fondazione Monte dei Paschi di Siena

² Cristina Santini has written par. 2.1, 2.2, 2.3, par 3, par 4.3, 4.4, par 5

³ Monica Faraoni has written, in particular, par.4.1

⁴ Vincenzo Zampi has written par.1, par 4.2.

1. Introduction

“Huston, we got a problem”: that’s Italian wineries’ everyday exclamation. The typical problems related to the relatively maturity of the market are arising (Hambrick, 1982; Harrigan, 1990); as eminent scholars suggest (Levitt, 1965), that’s the right time of the business life cycle when companies should spend their efforts in enhancing customers’ loyalty.

Wine clubs can be a very effective tool under this perspective. In the very first section of the paper we will provide background research on Customer Loyalty and Rewards Programmes. We will, then analyse the main characteristics of wine clubs, and we will provide some secondary data we have collect in order to facilitating the understanding of the phenomenon and underlining similarities and analogies to reward programmes. We will then provide results of our empirical investigation on 30 respondents, after having introduced the case of the Fonterutoli wine club.

2. Wine Clubs

In this paragraph we provide data for understanding the phenomenon of wine clubs; we will, then, show a simple approach for classifying benefits and rewards in wine clubs, based on an empirical investigation carried on a limited number of wine clubs websites. Finally we will provide a classification of wine clubs according to the perceived image of the wineries they are referring to.

2.1 The Phenomenon

We can define a wine club as “a group of customers organised by the winery that agree to receive selected benefits and preferential treatment” (Teaff *et al*, 2005, p. 34). The definition is clearly inspired by the more general one of customer clubs (Diller, 1997; Butscher, 1997; Butscher and Müller, 1999) defined as “communities of current customers that are initiated and organized by companies” (Stauss *et al.*, 2001; p.8).

Wine clubs were borne in US, where they proliferate: in 2004 there were 800 wine clubs (Emert, 2004), but the number is still growing. Wine clubs owe their popularity to their relative impact on sales: from a survey carried out by VinterActive among 230 American wineries in 35 states emerges that 2006 wine sales through direct channels soared 58% over 2005, whilst the revenues from tasting rooms and events decreased of 18%. The total revenues through direct to consumer channels (clubs, internet direct mail, and telephone), account for 10% of all the wine sold in 2006, for a value of \$2.4 billion and by 2010 it has been estimated that it will reach \$4 billion; the percentage of wine clubs revenues increased in 2006 from the previous year of 66%, reaching a value of \$598 Million, whilst in 2005 the average annual growth rate was 8.8% (VinterActive, 2007). Whilst at the beginning wine clubs were diffused mainly among small wineries, for avoiding

the three tier distribution system (Coppla, 2000), now also big wineries have their own wine clubs (Figure 1) and sales depends on the size of the wine clubs (Figure 2)

As the popularity of wine clubs grew in US, wineries have begun thinking to wine clubs as a new marketing tool for controlling wineries' brand identification and getting a higher level of flexibility in pricing strategy (Teaff et al, 2005). Creating a system of benefits and rewards could help wineries in achieving customer's loyalty. The evolution of wine clubs led to a differentiation in the services offered: since the very first segmentation of wine clubs performed by previous scholars (Penn, 2003; Berglund, 2003) no further researches have carried out with the aim of performing a categorization of the services offered. Furthermore, wine clubs offer different benefits to members on the basis of the type of membership wine clubbers have chosen.

2.2 Different Benefits for different Programmes

Wine clubs differ for the benefits offered and for the reward scheme they provide to their members. We have analysed 12 Northern California wineries' wine clubs⁵, and we have then analyzed the benefits and the membership programmes, and we have filled a list of benefit offered according to the type of service provided and to the tangibility or intangibility of the reward, and if the benefit is perceived in the long or short run. Intangible rewards can be split into two main categories: risk reduction and social. Under this perspective, a wine club educates its member to wine, by releasing free information about wine (risk reduction); at the same time a wine club is a good opportunity for a customer to feel as part of a selective environment, and to communicate and socialise with other people during events (social rewards). Table 1 sums up the classification of rewards we have performed on the basis of websites evaluation. Some of the wineries we have analysed offer more than a single wine club: the differentiation of wine clubs can happen on the basis of (a) price, (b) wine or (c) wine & price. Wineries can run wine clubs offering different level of membership, based on a price differentiation: membership fees vary according to the number of bottles purchased, and to the benefits received (a). When a winery provides different wine clubs according to the wine offered (b), it can happen a generic distinction between red and white wine (the red wine club), or a further distinction based on varietals (the Zinfandel or the Cabernet club). When wineries chose for (c) benefits differ on the basis of the programme: it is one of the cases we have selected (the Merryvale winery), that offers a Premium and a Prestige wine club, and a Red wine club. The various choices that wineries have in wine clubs are shown in Figure 3.

⁵ The wine clubs analyzed are run by the following wineries: Bonny Doon Vineyard, Chateau Montelena Winery, Kendall-Jackson Wine Estates, Ridge Vineyards, Cakebread, Chappellet, Charles Krug Winery, Merryvale, Cliff Lede, Cline Cellars, Chalk hills, Grgich Hills.

Table 2 and Table 3 show the number of subclubs and the benefits offered in the wine clubs analysed. Also benefits can be classified into different stages:

- there are *basic* benefits, such as the door shipment;
- *ordinary* benefits, such as complementary or free wine tasting or special events;
- *frequent* benefits, are discounts on second purchase, free newsletter or free wine tour;
- *special* benefits can include limited wines access, free opening house event or en première sale;
- *exclusive* benefits, instead, include all those benefits that are not very common in wine clubs, such as Complementary Bonus free Bottle after a long time membership or the possibility of keeping a member's wine collection into a designated locked space into the winery cellar.

The benefits offered define wine clubs positioning and perception.

2.3 A classification of Wine Clubs

If combining winery's image to the level of sales expected through wine clubs, we can obtain four different types of wine clubs. Wineries' image can be classified in high and low: with high image we refer to those wineries that are oriented to the high end of the market and whose products are perceived as very exclusive due to the high prices. The scheme we have used for classifying wineries is shown in Figure 4. The first category is *2nd line Wine Club* and includes all the wine clubs that are run by wineries with a high image in order to reach high level of sales: when the strong image of the companies is associated to a high quality wine the high end of the market, the company often introduces a second line of wines, by the which gaining a high level of sales. A second category is the *Exclusive Wine Club* that combines a high image of the company and low growth in sales. Benefits offered by those wine clubs are special features and aim to develop a loyalty to the winery's brand and products by creating an involvement in an exclusive environment. A third category, the *best offer wine club*, is promoted by all those wineries that don't have a strong image that aim to improve their sales. An effective strategy for all those wineries is targeting all those consumers that are attracted by the price of wine. The last segment includes the *premium wine club*; through *premium wine clubs* wineries with a low image work for improving their image and modifying customer's perception.

3. Wine Clubs: a Strategic Tool?

"Building customer loyalty is a business strategy, not just a marketing program. All businesses should seek to boost loyalty and maximize share of customer. The pursuit of

customer loyalty is a perpetual one. It is more of a journey than a destination. There are no clearly-defined guidelines to make loyalty marketing approaches easy in any given industry. But understanding the background and evolution of loyalty marketing can help make the strategy definition process a bit easier. Reviewing some real-world examples of loyalty marketing approaches can help reduce the amount of time required to develop a loyalty strategy and can help marketers avoid some classic mistakes”.

(Duffy, 1998, p. 3)

When a business is facing a phase of maturity, or a crisis, the first thing managers think about is how to retain existing customers, and how to maximize their loyalty, especially when competition is fierce; in other words means cashing your cow as long as you can, as we have all learned with the BCG matrix. Under this perspective we agree with Duffy (1998) when he underlines the strategic impact that every program that aims to build loyalty has. On the other hand the concept of Customer Loyalty has been seen as fleeting and vanishing: Diller (2000) sarcastically entitled a chapter in a book “Customer Loyalty: Fata Morgana or Realistic goal?”. There’s been a wide and vivid debate on the issue of achieving customer loyalty in the last 20 years (Diller, 2000), and many perspectives can be adopted. A major alignment with our object of study can be achieved if adopting the behavioural perspective in studying the issue of customer retention: this means that that “the customer feels close and committed to the organization and is accordingly willing to behave loyally, e.g. by recommending the supplier and repurchasing his products and services” (Stauss et al., 2001: 11). More specifically we are assuming the perspective adopted by Stauss et al.(2001); Gremler & Brown, (1998); Oliver (1997; 1999).

The research questions we want to answer are:

RQ1. Can wine Clubs boost Costumer Loyalty?

RQ2: Under what condition wine clubs can be used as a strategic tool for creating customer loyalty?

RQ3: Which of the typical traits of loyalty programmes wine clubs have?

Through our pilot study we want to give some enlighten on the above research questions.

4. Our Empirical Investigation

4.1 The Fonterutoli Wine Club

Castello di Fonterutoli is a historical winery in the Chianti Classico area, in Tuscany (Italy). The winery shows those typical traits of family firms (Carney, 2005) that leded it to become one of the

major responsible for the development of the local wine industry: the winery has been established in 1432 and the family is now at the 14th generation.

The mission of the winery is “to offer the wine drinkers and wine lovers the world over one of the best examples of a Chianti Classico and of Italian wine making in general” (from company website). The winery has experimented a rapid growth in the last ten years and at the same time an important investment policy has been done for developing new facilities: a new cellar with a capacity of 3,500 barrels is up to be finished, whilst other investments oriented towards enhancing the direct relationship with final customer have been done over the last years. Products are sold both on the national and international markets (they are exporting in more than 40 countries), preferring the ho.re.ca. (*hotel, restaurant, catering*) channel, but for the next years they are taking into consideration a major presence in the final consumer market by planning several initiative such as they have already done with the wine club.

“With the opening of the Enoteca di Fonterutoli, we intend to cultivate a direct and exclusive relationship with our fondest friends and clients, in order to share with them the many interesting aspects of our experience as winemakers. Hospitality and professionalism are the values we offer to those who wish to become members of the Enoteca di Fonterutoli Club”: those words, that can be founded on the company’s website, in the Wine Club Section, describe clearly the philosophy breathing in this project.

The wine club idea was born in 2004 as a part of a marketing plan that aims to increasing brand awareness in final consumers. At the beginning, the Wine Club was conceived as a complementary tools of the Enoteca (the wine shop) and of the Osteria (the restaurant) in order to gather information about final consumers and visitors or to increase their brand awareness. The wine club idea was to cultivate a direct and exclusive relationship with friends and clients by a set of innovative services. The membership fee (200 euros) gives the chance to have special advantage such us monthly newsletter on club events, guided tour of the wine cellar, wine tastings, participation in exclusive events, purchasing products at special conditions, reservation of bottles en primeur, exclusive promotional offers, access to their accommodations at special terms, special treatment at the Osteria of Fonterutoli with the right of guaranteed reservation. After about 4 years of activity the results are exciting. It has became very soon a powerful tool for promotion and wine selling activities. It has today more than 1500 members, half of them is from all over the world, and their purchase 50% more wine if compared to non clubbers. The need of processing information collected from the analysis of the wine club activity pushed the marketing staff to perform a customer segmentation: three different groups have been individuated on the basis of the product purchased and the average annual expenditure. This sort of segmentation will help in underlining

different needs and designing effective marketing strategies and reward programmes. Rewards preferences differ among groups: a group can be attracted by economic advantages whilst others prefer exclusive services or special products or events, etc... Today the club is articulated in more than one level: there are regular members and “cavalieri” (knights), chosen on the basis of repeated purchase. Those can benefit of further advantages, such as the availability of special tasting in the new cellar where they can also storage their most precious and favourite bottles in a special area. Fonterutoli wine club was the very first to be introduced in Italy, and can be classified as an *exclusive wine club*, according to our previous segmentation: the company has a very strong image and did not launched any second label for improving sales. The mission of the company is developing customer loyalty and motivates the purchasing by sharing company’s philosophy and selling a strong brand that is part of the local tradition. By creating a deep awareness and improving customer’s knowledge, the company wants to outstand in the multitude of Chianti Classico brands.

4.2 The survey

In early 2008 we have submitted a survey to the 1.500 Fonterutoli wine clubbers. The aim of this research was understanding wine clubbers preferences. The winery needed to acquire some information about clubbers’ expectations and profile and the marketing office, together with the general management, thought that carrying a research in collaboration with the University of Florence on their wine club could be an effective solution. Two visit to the winery helped us in setting survey’s goals and the main research questions. Further information about the wine club and its role within the company’s strategy have been collected through two interviews, one with Francesco Mazzei, owner and general manager of the Fonterutoli winery; the other person interviewed was Leonardo Cappelli, the wine shop and wine club manager.

Once we have tested the survey, we set a plan for survey submission with the Marketing Office under the supervision of the wine club manager. The survey has been mailed to the clubbers, and today a first recall has been done, in order to collect 30 surveys that could be used for this specific paper. With the data collected we could perform a pilot study, that has provided us some hypothesis that hopefully should be tasted in further researches.

4.3 The profile of Fonterutoli wine Clubber: a description

The majority of the respondents have an age between 45 and 54 (Table 4), are male (96.6%), are married or live with a partner (83.3%), have a high level of education (63.3% got a University degree or a further specialization, as you can see in Table 5) and are mainly professionals or entrepreneurs (Table 6). The average expenditure is higher for those that have a higher degree of

education (Table 7), are professionals or entrepreneurs, and have a higher knowledge about wine (Table 8, Table 9); 60% of the people interviewed spend each year more than 1,000 euros for purchasing wine; we can't say, anyway, that there is a correlation between age and average expenditure (Pearson' index is .163 and p-value is .389). The clubbers interviewed buy wine mainly for home consumption, for dinner with friends, and in some cases for collecting: only in a few cases clubbers do buy wine as a gift.

We have asked respondents to rank their interest in the activities that characterise the Fonterutoli wine clubs; we have used a 4 point likert scale.

What emerges is that clubbers are very interested in getting discounts (56.7%), having access to cellar tours and wine tasting (44.8%), taking parts to events (33.3%), having the chance of getting exclusive products (32.1%), and being involved in en primeur sales (27.6%), whilst only the 3.4% is very interested in receiving the newsletter. 3.4 % of respondents are not interested at all in en primeur sales, and the 21.4% is very few interested in getting exclusive products, whilst the 3.3% says to be very few interested in getting discounts (see. Figure 6, Figure 7, Figure 8, Figure 9, Figure 10, Figure 11).

We can say that the clubbers of this exclusive wine clubs are baby boomers characterised by a very high profile and a clear attitude towards investing money in wine purchasing, but they keep an eye on the price of wines, and appreciate discounts; their knowledge about wine is pretty high, although a very few of them have ever attended wine tasting classes.

4.4 Before – After club: what has changed?

We have investigated to what extent clubbers' behaviour has changed since they have joined the wine club. We have focused on the following issues:

1. Change in consumption patterns after joining the club: do you drink more Chianti Classico? Do you purchase more Fonterutoli wine? Have you changed your purchasing behaviour (in terms of where you buy the wine)?
2. Improvement in knowledge: your degree of wine knowledge has improved?
3. Improvement in the involvement with the surrounding area (Chianti Classico): do you visit the Chianti Classico more often?

We can, under this perspective, understand the degree of indirect benefits received by customers, and how much belonging to a wine club can influence brand loyalty (measured in terms of repurchasing and retention).

The data collected have shown a positive impact of membership on wine knowledge and consumption and on the frequency people visit the Chianti Classico.

More in detail, for the 6.7% of respondents the degree of wine knowledge they have has increased significantly, whilst has just increased for the 53.3%; 40% of the cases examined says that the overall knowledge has not changed; we should take in account the high percentage of respondents that have declared to be wine experts.

For what concerns the consumption of Fonterutoli wines, 20% of respondents have not changed their wine preferences, but we can say that there has been a positive effect on consumption patterns, as for 69% of clubbers the consumption of Fonterutoli wines has increased, whilst the 10.3% has seen a remarkable growth in Fonterutoli wines consumption. The effects on other Chianti Classico brands cannot be estimated clearly as for the 48% no changes has been registered, whilst for the 52% the willingness to buy a Chianti Classico wine has increased. The majority of the people interviewed were “Chianti Lovers”, and they did not increased the journey frequency in the Area: the 6.9% has increased the number of visit, and the 27.6% has registered a remarkable growth in the number of times they visit the Chianti Area. The results are shown, more in details, in Table 10, Table 11, Table 12 and Table 13.

We have then performed the Wilcoxon Test on those variables that indicate the channels clubbers use for purchasing wine (specialised shops, retailers, cellars, wine clubs). From the analysis of the positive/negative values and the relative test (Table 14 and Table 15), it appears that the percentage of wine acquired through specialised shops has decreased for 11 respondents and did not change for 15. The clubbers did not acquired wine through retailers and confirmed this orientation also after becoming members: 5 of them decreased the percentage of wine they used to buy at supermarkets. The percentage of wine acquired through wine clubs, has increased over the time, as it was reasonable to expect.

5. Findings and Discussion

After having examined the data collected, we can outline some aspects that emerge. We must underline some of the limits of this research: as a pilot study, this research is based on a small sample, and we need to improve the width of the sample examined in order to generalise the findings; furthermore, the limited number of responses did not help in performing an effective quantitative analysis.

Some interesting issues emerge from the analysis referring to the research questions listed in par 3. The first Research question aimed to investigate whether (luxury) wine clubs can improve customers loyalty. We can say that: Luxury Wine Clubs can boost Customer Loyalty by providing indirect benefits. Furthermore, Luxury Wine Clubs can boost Customer Loyalty by increasing purchasing and reinforcing those behaviour already existing and that characterize the clubber profile

We have seen how consumption patterns and consumer behaviour have evolved after joining the wine club. The linkage between clubs and loyalty has been exploited by many scholars: according to Stauss et al. (2001), clubs by offering benefits provide a superior added value service and achieve customer satisfaction and loyalty. Through clubs companies keep themselves in touch with customers for a considerable long time (Diller, 2000). Retention has a positive impact on company performance (Reichheld and Sasser, 1990). The mechanisms that lead to customer retention have been described by Stauss et al. (2001) and are shown in Figure 5: interacting with the customer can carry to a direct and an indirect retention, according to the benefit and the knowledge accessible to the members. For the Fonterutoli Wine Clubbers joining the club has meant reinforcing their brand awareness by feeling more involved in the company activity and philosophy: the indirect reward system performed by the winery seems to be appreciated by clubbers that definitely want to be part of a selected group and being involved in winery's activities.

The data collected showed the dynamics that reinforce the linkage with the winery through wine club: this consideration indirectly leads us to RQ2, that aimed to understand under which conditions a wine club can be considered as strategic tool for reinforcing consumers loyalty.

The Fonterutoli wine club owed its success to an already existing strong brand image: members already knew the winery and its products, but the membership gave them the chance of getting more involved with the area and fulfilling the higher steps of their needs scale, such as the belonging need. We can say that a luxury wine club should rely on the related winery image, and can only succeed if the perceived image is strong enough. It clearly emerges how the strategy followed by Fonterutoli in promoting the wine club differs from *second line* or *best offer* wine clubs. We can say that wine clubs should be designed on customers' profile to succeed as a strategic tool for achieving customer retention and loyalty. Anyway, a winery that wants to run its own wine club should consider the degree of wine experience (or knowledge) potential customers have. In this specific case, the high profile of clubbers, could suggest that they are willing to pay a premium price for being part of a certain community and receive intangible rewards. Data, instead, showed that respondents are interested in getting discounts, and this is because they know quite well other substitute products, and they have understood that price is not the only signal for quality, as some theoretical study have showed (Lockshin, 2003).

We conclude saying that, referring to RQ3, this case has underlined that for a luxury wine club some of the general principle of clubs showed by Stauss et al. (2001) can be considered as valid.

Further researches should be hopefully carried out, in order to generalise main findings.

References

- Berglund, L. (2003). Grow Your Wine Club, Now! Direct-to-Consumer Sales are No Longer Optional, *Wine Business Monthly*, 15th April 2003
- Carney, M. (2005). Corporate Governance and Competitive Advantage in Family- Controlled Firms, *Entrepreneurship Theory & Practice*, May 2005: 249 – 265
- Coppla, C. J. (2000). Direct Marketing Sales Boom with Proliferation of Wine Clubs; All Three Tiers Jumping on Wine Club Bandwagon, *Wine Business Monthly*, 7(6), available at: <http://www.winebusiness.com/Html/MonthlyArticle.cfm?dataId=283>
- Diller, H. (2000). Customer Loyalty: Fata Morgana or Realistic Goal? Managing Relationships with Customers, in: Hennig-Thurau & T./Hansen, U. (eds), *Relationship Marketing. Gaining Competitive Advantage Through Customer Satisfaction and Customer Retention*, Berlin:Spinger: 29-48.
- Duffy, D.L., (1998). Customer loyalty strategies, *Journal of Consumer Marketing*, 15(5): 435-448
- Emert, C. (2004). Members only. Wine clubs have their privileges: parties, perks and precious bottles, *San Francisco Chronicle*, 8th Jan, 2004
- Gremler, D.D. and Brown, S.W. (1998). The loyalty ripple effect, *International Journal of Service Industry Management*, 10 (3): 271-91.
- Hambrick, D.C., MacMillan, I.C. and Day, L., (1982). Strategic Attributes and Performance in the BCG Matrix--A PIMS-Based Analysis of Industrial Product Businesses, *The Academy of Management Journal*, 25 (3): 510-531
- Levitt, T. (1965). Exploit the product life cycle, *Harvard Business Review*, 43(6): 81-94
- Lockshin, L. (2003). Consumer Purchasing Behaviour for Wine: What We Know and Where We Are Going, Cahiers de recherche, *Bordeaux Ecole de Management*, No. 57-03
- Penn, C. (2003). Tasting Room Sales 101, Profit-making Tips for Direct Sales, *Wine Business Monthly*, 15th April, 2003
- Oliver, R. (1997). *Satisfaction: A Behavioural Perspective on the Consumer*, NY: Irwin/McGraw-Hill
- Oliver, R. (1999). Whence consumer loyalty?, *Journal of Marketing*, 63, Special Issue: 33-44.
- Reichheld, F.F. and Sasser, W.E. (1990). Zero defects: quality comes to service, *Harvard Business Review*, September/October: 105-11
- Stauss, B., Chojnacki, K., Decker, A., and Hoffmann, F. (2001). Retention effects of a customer club, *International Journal of Service Industry Management*, 12 (1): 7-19
- Teaff, B., Thach, L. and Olsen, J. (2005). Designing effective wine clubs: An analysis of the components of the winery wine club, *Journal of Wine Research*, 16(1): 33 – 54

Figures

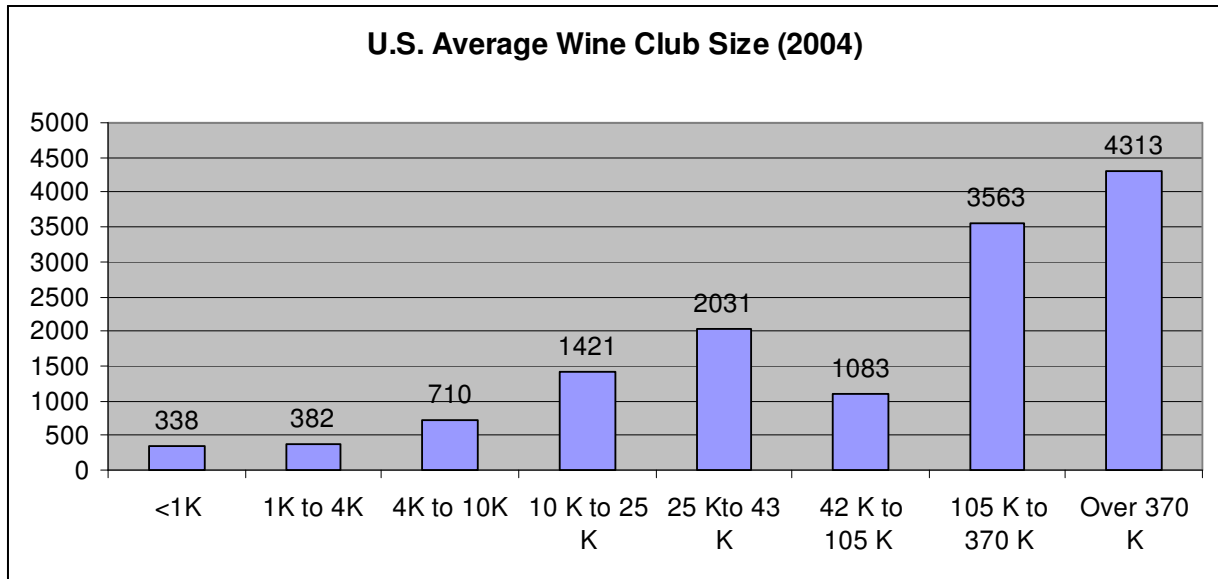


Figure 1, U.S. Average Wine Clubs, member per winery size (cases produced), source: VinterActive

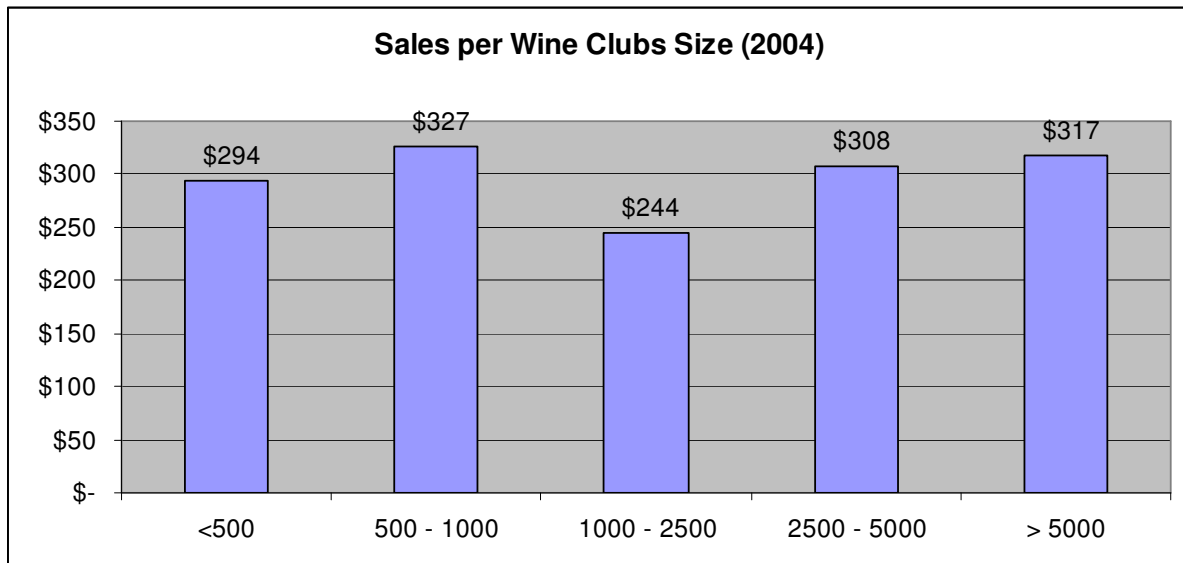


Figure 2, Sales (000 \$) per Wine Clubs Size (number of members), in 2004, source: VinterActive



Figure 3, A scheme for wineries

		Sales	
		High	Low
Image	High	<i>2nd line</i>	<i>Exclusive</i>
	Low	<i>Best Offer</i>	<i>Premium</i>

Figure 4, A Classification for Wine Clubs

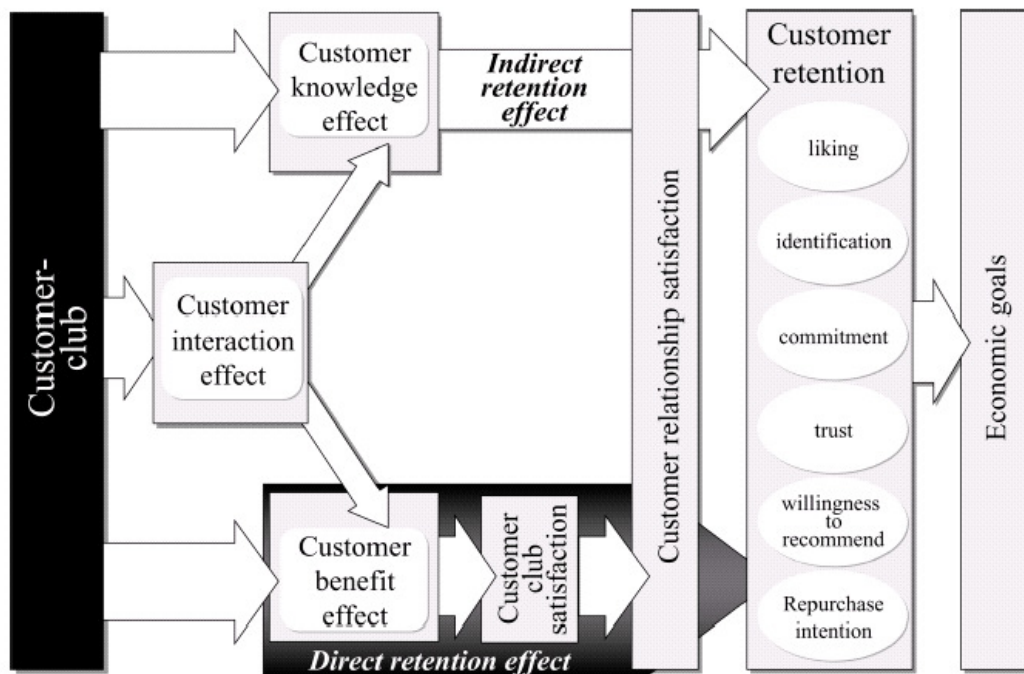


Figure 5, Customer Club Retention Chain (From Stauss et al., 2001: p.10)

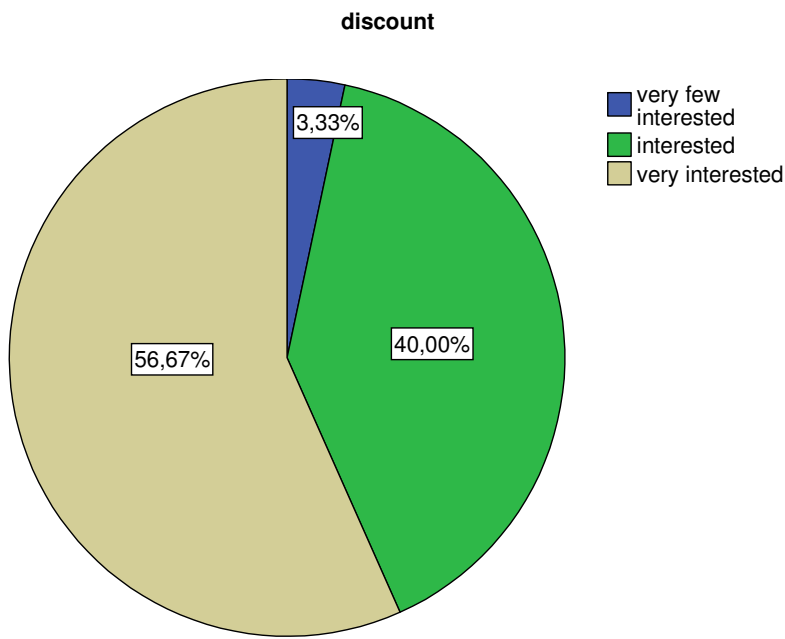


Figure 6, Discount interest

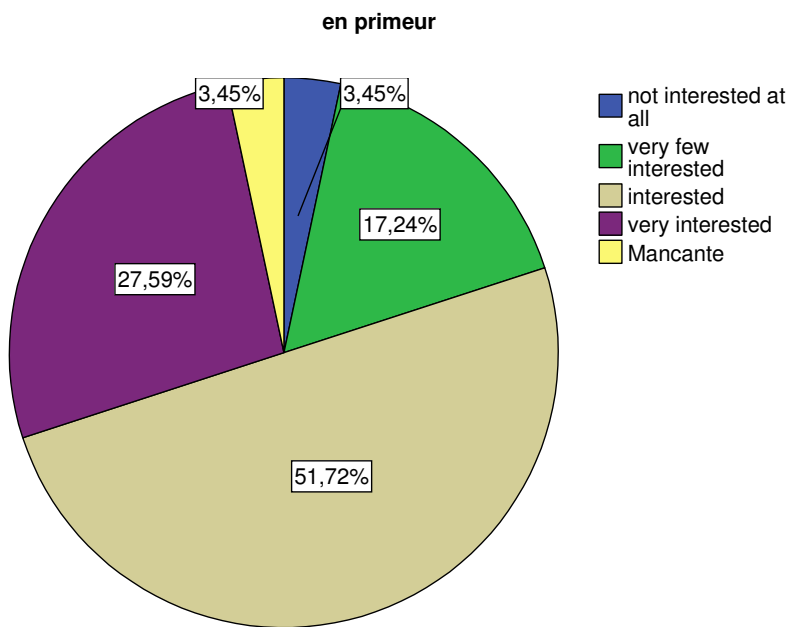


Figure 7, En Primeur interest

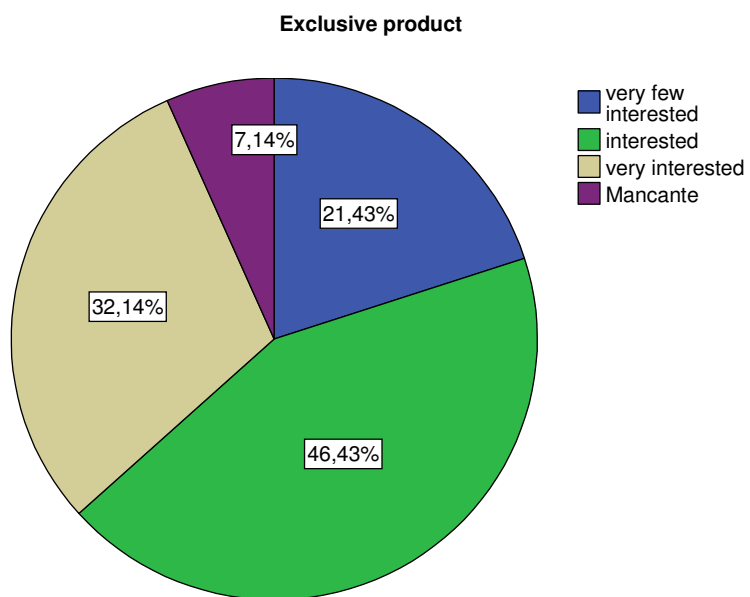


Figure 8, Exclusive Product interest

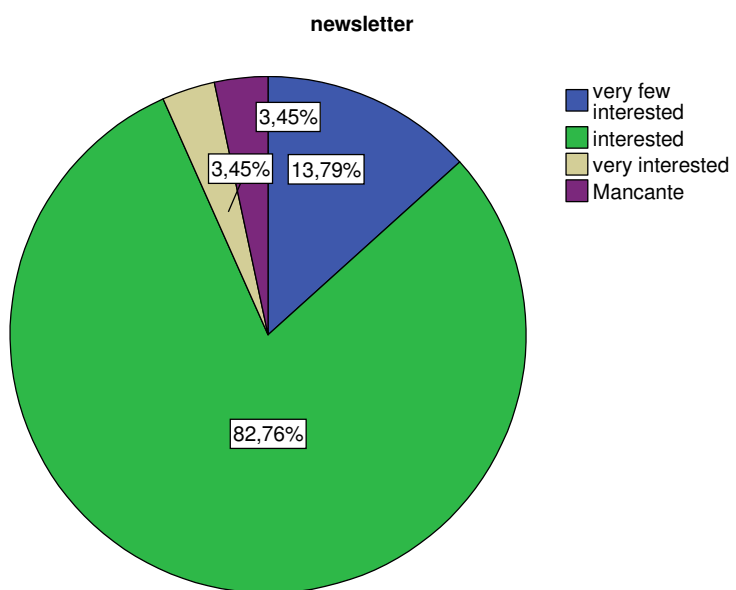


Figure 9, Newsletter interest

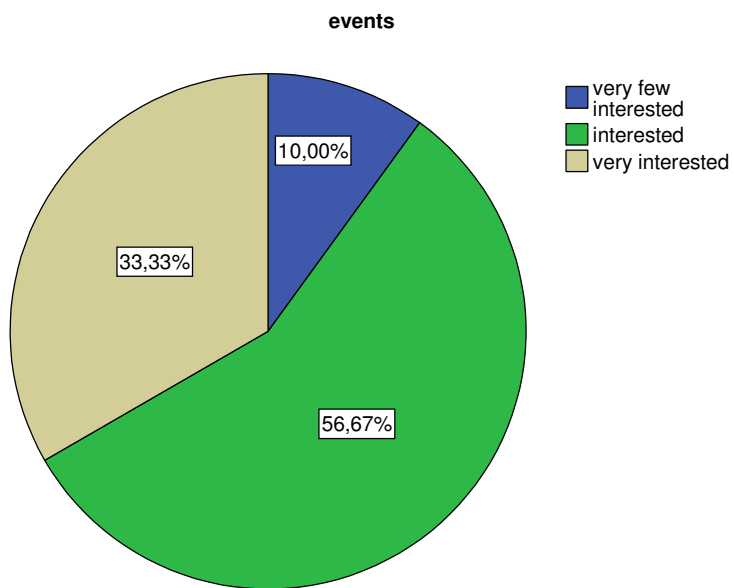


Figure 10, Events interest

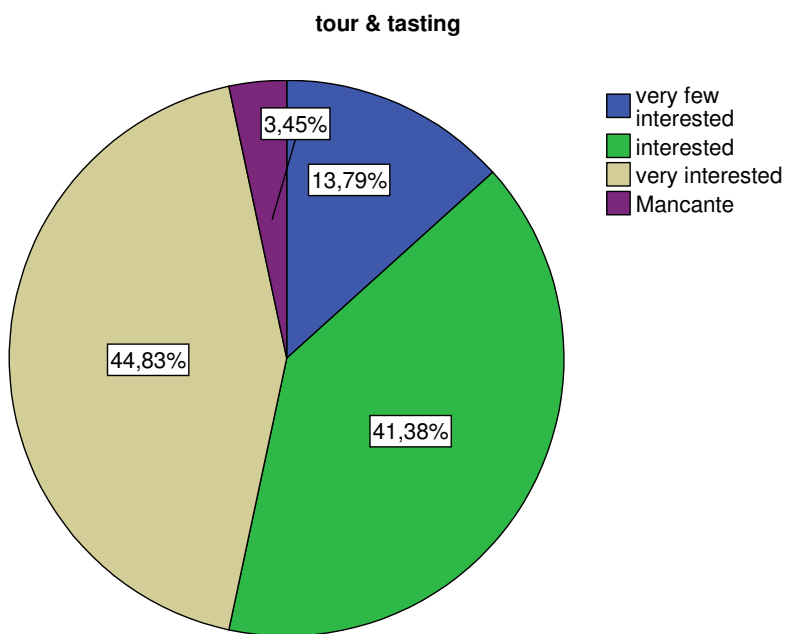


Figure 11, Tour & Tasting interest

Tables

Tangible	Save Money on purchase	S
	We ship at your door	S
	Wine tasting for free	S
	Access to limited released wines	S
	Discounted admission to our events	S
	Wine tour for free	S
	En primeur sale	S
	Save money when you buy our gadgets	S
	Receive our free newsletter	S
	Free membership	S
	Come to our opening house	S
	Intangible	Increase your knowledge about wine
Come and meet other people		S/L
Become part of our family		S/L

(S = short run; L = long run; S/L = short & long run)

Table 1, Rewards from wine clubs

2 subclubs	4
3 subclubs	3
4 subclubs	1
5 subclubs	0
6 subclubs	1
No subclubs	3

Table 2, Subclubs in the wine clubs website analysed

	Y	% Y	% N
Door Shipment	12	100%	0%
Complementary Wine Tasting/Free Wine Tasting	9	75%	25%
Events discounted/only members	9	75%	25%
Discounts on second purchase	7	58%	42%
Free Newsletter	7	58%	42%
Free Wine Tour	5	42%	58%
Limited wine Access	3	25%	75%
Free Opening House event	2	17%	83%
Free entrance for your friends	2	17%	83%
En première sale	2	17%	83%
Complementary Bonus free Bottle after a long time membership	1	8%	92%
Discounts Gadget	1	8%	92%

Occasional Gift	1	8%	92%
keep your selection in our cellar	1	8%	92%
Occasional Special Offer	1	8%	92%
Food & Wine tasting notes	1	8%	92%
Program award points	1	8%	92%

Table 3, The services offered by the wine clubs of the sample

	Freq	%	% cumulative
25 - 34	1	3,3	3,3
35 - 44	9	30,0	33,3
45 - 54	11	36,7	70,0
55 +	9	30,0	100,0
Total	30	100,0	

Table 4, Age of the sample

	Freq	%	% cumulative
Middle	1	3,3	3,3
High	10	33,3	36,7
University degree or +	19	63,3	100,0
Total	30	100,0	

Table 5, Education of the sample

	Freq	%	% cumulative
Professional	11	37,9	37,9
Worker (practical)	1	3,4	41,4
Manager	4	13,8	55,2
Clerk	4	13,8	69,0
Entrepreneur	6	20,7	89,7
other	3	10,3	100,0
Totale	29	100,0	

Table 6, Type of Job

Education	Average expenditure					Total
	100 - 200	200 - 300	400 - 500	500 - 1000	1000 +	
<i>Middle</i>	,0%	,0%	,0%	3,3%	,0%	3,3%
<i>High</i>	,0%	3,3%	,0%	6,7%	23,3%	33,3%
<i>university degree or ></i>	3,3%	3,3%	3,3%	16,7%	36,7%	63,3%
Total	3,3%	6,7%	3,3%	26,7%	60,0%	100,0%

Table 7, Education *Average expenditure

	Average expenditure					Total
	100 - 200	200 - 300	400 - 500	500 - 1000	1000 +	
<i>Professional</i>	3,4%	3,4%	3,4%	13,8%	13,8%	37,9%
<i>Worker (practical)</i>	,0%	,0%	,0%	3,4%	,0%	3,4%
<i>Manager</i>	,0%	,0%	,0%	,0%	13,8%	13,8%
<i>Clerk</i>	,0%	3,4%	,0%	,0%	10,3%	13,8%
<i>Entrepreneur</i>	,0%	,0%	,0%	3,4%	17,2%	20,7%
<i>other</i>	,0%	,0%	,0%	6,9%	3,4%	10,3%
Total	3,4%	6,9%	3,4%	27,6%	58,6%	100,0%

Table 8, Job * Average Expenditure

	Average expenditure					Totale
	100 - 200	200 - 300	400 - 500	500 - 1000	1000 +	
<i>low</i>	,0%	,0%	,0%	,0%	3,3%	3,3%
<i>medium</i>	,0%	3,3%	3,3%	13,3%	13,3%	33,3%
<i>high</i>	3,3%	3,3%	,0%	13,3%	43,3%	63,3%
Total	3,3%	6,7%	3,3%	26,7%	60,0%	100,0%

Table 9, Wine Knowledge * Average Expenditure

	%
unchanged	48,3
increased	51,7
Total	100,0

Table 10, Change in Chianti Consumption

	%
unchanged	65,5
increased	27,6
much increased	6,9
Total	100,0

Table 11, Change in the frequency Clubbers visit Chianti

	%
unchanged	40,0
increased	53,3
much increased	6,7
Total	100,0

Table 12, Change in the overall wine knowledge

	%
unchanged	20,7
increased	69,0
much increased	10,3
Total	100,0

Table 13, Change in the Fonterutoli wine consumption

		#
specialised after - specialised before	<0 (a,b,c,d)	11
	> 0 (e,f,g,h)	0
	= (i,j,k,l)	15
	Total	26
retailers after - retailers before	<0 (a,b,c,d)	5
	> 0 (e,f,g,h)	0
	= (i,j,k,l)	21
	Total	26
producers after - producers before	<0 (a,b,c,d)	10
	>0 (e,f,g,h)	0
	= (i,j,k,l)	16
	Total	26
wine clubs after - wine clubs before	<0 (a,b,c,d)	0
	>0 (e,f,g,h)	18
	= (i,j,k,l)	8
	Total	26

a specialised after < specialised before

b retailers after < retailers before

c producers after < producers before

d wine clubs after < wine clubs before

e specialised after > specialised before

f retailers after > retailers before

g producers after > producers before

h wine clubs after > wine clubs before

i specialised after = specialised before

j retailers after = retailers before

k producers after = producers before

l wine clubs after = wine clubs before

Table 14, Frequency, Test positive/negative values

	specialised after - specialised before	retailers after - retailers before	producers after - producers before	wine clubs after - wine clubs before
2 tals	,001(a)	,063(a)	,002(a)	,000(a)

a binomial distribution has been used.

b Test positive/negative values

Table 15, Wilcoxon Test Results