



## LJMU Research Online

Duarte Alonso, A, Kok, SK and O'Brien, S

**Brexit, the wine sector and organisational resilience: an exploratory study of Spanish Wineries**

<http://researchonline.ljmu.ac.uk/id/eprint/13375/>

### Article

**Citation** (please note it is advisable to refer to the publisher's version if you intend to cite from this work)

**Duarte Alonso, A, Kok, SK and O'Brien, S (2020) Brexit, the wine sector and organisational resilience: an exploratory study of Spanish Wineries. Review of International Business and Strategy. ISSN 2059-6014**

LJMU has developed **LJMU Research Online** for users to access the research output of the University more effectively. Copyright © and Moral Rights for the papers on this site are retained by the individual authors and/or other copyright owners. Users may download and/or print one copy of any article(s) in LJMU Research Online to facilitate their private study or for non-commercial research. You may not engage in further distribution of the material or use it for any profit-making activities or any commercial gain.

The version presented here may differ from the published version or from the version of the record. Please see the repository URL above for details on accessing the published version and note that access may require a subscription.

For more information please contact [researchonline@ljmu.ac.uk](mailto:researchonline@ljmu.ac.uk)

<http://researchonline.ljmu.ac.uk/>



**Brexit, the wine sector and organisational resilience: An exploratory study of Spanish wineries**

Journal:	<i>Review of International Business and Strategy</i>
Manuscript ID	RIBS-09-2019-0128.R2
Manuscript Type:	Empirical Research Paper
Keywords:	Brexit, Wine industry, Exports, Organisational resilience

SCHOLARONE™  
Manuscripts

## **Brexit, the wine sector and organisational resilience: An exploratory study of Spanish wineries**

### **Abstract**

**Purpose** – This exploratory study examines the perceptions of winery owners/managers concerning the impacts of Brexit on the Spanish wine sector, and proposes a theoretical framework based on the extant organisational resilience literature to facilitate an understanding of this concept. The framework facilitates understanding of this concept through the perspective of winery operators.

**Design/methodology/approach** – Attendance at a large Spanish wine fair in 2017 allowed for brief face-to-face interviews with owners and export managers of 156 predominantly micro and small Spanish wineries. The data were analysed through qualitative content analysis.

**Findings** – Despite the general sense of uncertainty and negative perceptions regarding the outcomes of Brexit, the interviews revealed various forms of resilient responses, including ongoing efforts seeking to broaden the scope for exports into new, niche markets alongside more traditional ones. These findings have important implications for businesses engaged in international business, particularly in the wine industry, where the potential challenges resulting from a major political decision can exacerbate existing issues of competition.

**Originality/value** – From a practical perspective, the study examines an emerging issue with potential consequences for international business. From a theoretical point of view, the proposed framework provides a baseline to illuminate understanding of the links and stages following turbulence within organisations. Notably, the activation of responses emphasises the importance of developing a resilient organisational culture, as well as

1  
2  
3 developing internal and enabling factors and bundles of resources that help create firm  
4 capabilities.  
5  
6  
7  
8  
9

10 **Keywords:** Brexit, wine sector, exports, winery entrepreneurs, organisational resilience,  
11 Spain.  
12  
13  
14

## 15 **Introduction**

### 16 *Small and medium enterprises and resilience*

17 Contemporary research (Lai et al., 2016) posits that, during times of hardship, small and  
18 medium enterprises (SMEs) appear to be more vulnerable than larger businesses. Smaller  
19 firms are particularly susceptible to limited alternatives of financing, weaker controls over the  
20 external environment, or relative resource poverty (Lai et al., 2016). At the same time, given  
21 the informal business settings in which they operate, and their experience facing adversity  
22 directly, SMEs and entrepreneurs possess capabilities that allow them to be resilient  
23 (Branicki, Sullivan-Taylor, and Livschitz, 2018). Thus, stimulating creatively and  
24 experimentation, leveraging and developing personal relationships, and overall building  
25 capacities could help SMEs to respond to crises, as well as cope with uncertainty (Branicki et  
26 al., 2018), thereby building resilience.  
27  
28  
29  
30  
31  
32  
33  
34  
35  
36  
37  
38  
39  
40  
41  
42  
43

44 Bernard and Barbosa (2016) explain that the concept of resilience is understood in most  
45 studies as a type of cognitive and emotional ability of use to entrepreneurs, particularly when  
46 experiencing setbacks associated with their entrepreneurial pursuits. However, despite the  
47 above body of knowledge and related insightful notions concerning how SMEs can build  
48 entrepreneurial resilience, there is a contrast between the available contemporary empirical  
49 evidence concerning this concept, and “the received wisdom” (p. 1245) gained from the  
50 literature. This contrast “suggests the need for greater study of how SMEs achieve resilience  
51  
52  
53  
54  
55  
56  
57  
58  
59  
60

1  
2  
3 and of the role of entrepreneurs in these processes” (Branicki et al., 2018, p. 1245). Learning  
4  
5 from entrepreneurs of SMEs, a group whose contribution for many countries’ economies is  
6  
7 essential (e.g., Zambon, Marzo, and Scarpino, 2016) could provide invaluable guidance, not  
8  
9 only to other entrepreneurs, new or established, but also to chambers of commerce,  
10  
11 government agencies, or even non-governmental organisations. Indeed, identifying ways in  
12  
13 which businesses can become more resilient could have significant socioeconomic impacts,  
14  
15 thereby helping extend or maintain the life of businesses, or in stimulating new generations of  
16  
17 entrepreneurs. Consequently, the present study will address this gap, exploring  
18  
19 entrepreneurial and organisational resilience from the perspective of predominantly micro  
20  
21 and small winery operators (owners, managers).  
22  
23  
24  
25  
26  
27

### 28 *The wine industry, Brexit and uncertainty*

29  
30 Wine production is significant for Spain’s economy. Indeed, Spain is one of the world’s top  
31  
32 three wine producers (Wine Institute, 2017; Eurostat, 2017). In 2015, Spain’s wine  
33  
34 production represented 13.1 percent of the world’s total, or third behind Italy and France  
35  
36 (Wine Institute, 2017). Similarly, in 2015 (OIV, 2016) and in 2016 (OIV, 2017) Spain was  
37  
38 the world’s top wine exporter, with 23 and 22 percent of the global market share,  
39  
40 respectively. With approximately 4,500 wineries nationwide (Sellers-Rubio, Alampi Sottini,  
41  
42 and Menghini 2016), thousands of jobs are created in viticulture activities, including pruning,  
43  
44 harvesting, wine making, bottling, distributing or selling. In La Rioja region, Gil and  
45  
46 Mataveli (2017) reported an approximate 1,900 jobs directly related to the local wine sector.  
47  
48 Contact by this study’s authors with Jerez’s designation of origin ([www.sherry.org](http://www.sherry.org)) revealed  
49  
50 that the wine sector contributes directly to 1,500 jobs, and indirectly (spill over effect) to  
51  
52 7,500 jobs in this region.  
53  
54  
55  
56  
57  
58  
59  
60

1  
2  
3 Despite its socioeconomic significance, Spain's wine sector faces key challenges. In fact,  
4  
5 although a world leader in exports and third in the production of wine, the price of Spain's  
6  
7 wines is still comparatively demure, and as a result its earnings are considerably lower than  
8  
9 those of France and Italy, the other top two world wine producing nations (Parga-Dans and  
10  
11 Alonso González, 2017). For example, in 2016, France's wine export value was 8.232 billion  
12  
13 Euros, Italy's 5.582 billion Euros, and Spain's 2.649 billion Euros (OIV, 2017). Moreover,  
14  
15 while France and Italy are still among the world's four most wine consuming nations, the  
16  
17 consumption trend in Spain is much lower, and to be more exact, eighth in the world (Wine  
18  
19 Institute, 2017). Finally, with over one million wine producers around the world (Gil, Molina,  
20  
21 and Ortega 2016), future competition for Spanish wine sales will only become fiercer.  
22  
23  
24  
25

26  
27 In the United Kingdom (UK), wine has been a favoured product among consumers, and  
28  
29 overtime, the UK has become a key player in wine trade (Anderson and Wittwer, 2017). In  
30  
31 fact, for centuries, the UK has been a leader in importing a significant share of global wines,  
32  
33 and today wine represents one-third of alcohol consumption in the UK (Anderson and  
34  
35 Wittwer, 2017). Not surprisingly, the UK is perceived as "the hub of international trade in  
36  
37 wine" (Bruwer et al., 2014, p. 1144). Moreover, for a long time, the UK has been a key  
38  
39 importer of Spanish wines. Already in the 1830s, both Spanish and Portuguese wines  
40  
41 represented nearly four-fifths of all of the UK's wine imports (Simpson, 2005). Such  
42  
43 tradition and significance remains until today. Data from the Spanish Wine Market  
44  
45 Observatory (OEMV, 2016) indicates that, in 2015, the UK was Spain's second largest  
46  
47 market, and also the second in terms of value (356.1 million Euros). In terms of price per  
48  
49 litre, the UK represented the 11<sup>th</sup> highest (2.01 Euros) from a group of 20 importing countries  
50  
51 (OEMV, 2016).  
52  
53  
54

55  
56 The 2016 referendum outcome in the United Kingdom (UK), commonly known as  
57  
58 'Brexit' (Nölke, 2017), has been perceived by many observers as potentially negative,  
59  
60

1  
2  
3 including for businesses. Some of the foreseen problems are skill shortages (Sweet and Smith  
4  
5 2017), newly imposed import tariffs and tariff rate quotas (Matthews, 2017; Revell, 2017),  
6  
7 and a considerable disruption of trade relations between both the UK and the European Union  
8  
9 (EU) (Belke and Gros, 2017). A recent wine report (Anderson and Wittwer, 2017) states that  
10  
11 Brexit is expected to affect and create uncertainty in the wine market. In support of Anderson  
12  
13 and Wittwer's (2017) report, recent news (The Guardian, 2017) suggests that, since the Brexit  
14  
15 announcement, wine prices have increased for UK consumers, mainly due to a fall of the  
16  
17 Sterling.  
18  
19

20  
21  
22 Despite the potential impacts and the implications of Brexit for Spain's wine industry, to  
23  
24 date, academic studies have yet to examine its perceived effects on the wine sector, especially  
25  
26 from a practitioner point of view. At the same time, there is a need for generating more  
27  
28 knowledge about Brexit's perceived or actual impacts. Such knowledge would be valuable  
29  
30 for different groups of wine stakeholders such as winery operators, their employees, and wine  
31  
32 associations. Furthermore, learning the perceptions of winery owners and managers  
33  
34 concerning Brexit's main perceived impacts could inform other stakeholders (government  
35  
36 agencies and chambers of commerce) of the need to support wineries in their efforts to find  
37  
38 new markets. Moreover, new data from wineries' perspectives could be useful for these to  
39  
40 develop new strategies jointly, as a group or association in response to the Brexit  
41  
42 phenomenon. Finally, new information could also help inform consumers, particularly  
43  
44 concerning new markets that wine producers might consider as alternatives to the UK market.  
45  
46  
47  
48  
49

50  
51 Consequently, the study will address various research questions (RQs), including:

52  
53 RQ1: How is Brexit's impact perceived by Spanish winery operators?

54  
55 RQ2: How could Spanish wineries respond to Brexit, minimising its impact? In other words,  
56  
57 what could be done in order to build organisational resilience?  
58  
59  
60

1  
2  
3  
4  
5 Overall, this study is structured as follows. In the next section, the literature review discusses  
6 the concepts of resilience, organisational resilience, and their associated theoretical  
7 underpinnings. This section also discusses organisational resilience in the context of the wine  
8 industry and proposes a theoretical framework based upon the pertinent literature on  
9 organisational resilience. Furthermore, the methodology presents the approaches and methods  
10 considered in the research, the process of data collection and its subsequent analysis. The  
11 results section focuses on the findings of the study, and in particular addresses the above two  
12 research questions. The discussion section presents the proposed framework and addresses  
13 the third research question. Finally, the conclusions section presents theoretical and practical  
14 implications, acknowledges the limitations of the study and suggests avenues for future  
15 investigation.

## 32 **Literature Review**

### 33 *Resilience, concepts and theoretical underpinnings*

34  
35 Individuals, organisations, communities, or even entire countries face an ever changing and  
36 diverse environment, and can pose a number of threats (Bhamra, Dani, and Burnard, 2011).  
37 Furthermore, organisations undergo disruptions due to turbulent environmental, social, or  
38 economic periods (Burnard and Bhamra, 2011). For example, the turn of the century brought  
39 many risks and challenges to small and medium enterprises (SMEs) in the form of economic  
40 uncertainty, fast technological changes, or intense global competition (Demmer, Vickery, and  
41 Calantone, 2011). Furthermore, many SMEs experience difficulties surviving through a  
42 recessionary period, particularly when they also exhibit such weaknesses as low productivity,  
43 inadequate managerial capabilities, or limited access to credit (Ooi and Richardson, 2019).  
44  
45  
46  
47  
48  
49  
50  
51  
52  
53  
54  
55  
56  
57  
58  
59  
60



Moreover, as Singh and Kumar (2017) posit, SMEs “are less likely to have access to formal financing channels” (p. 370).

To remain viable and maintain competitiveness in the face of uncertainty, organisations need to adapt continuously (Burnard and Bhamra, 2011). Importantly, adaptation is inherently associated with building resilience (Ates and Bititci, 2011).

Different definitions have been suggested for the term ‘resilience’. In the ecological systems literature, an earlier conceptualisation (Holling, 1973) posits that resilience “is a measure of the persistence of systems and of their ability to absorb change and disturbance...” (p. 14). In the field of community psychology, Norris et al. (2008) defined resilience “as a process linking a set of adaptive capacities to a positive trajectory of functioning and adaptation after a disturbance” (p. 130).

More related to the present study, Ates and Bititci (2011) define organisational resilience as the capacity of organisations to adapt, survive and sustain their business amidst turbulent change. According to Ismail et al. (2011), resilience is “a desirable characteristic of firms that operate in turbulent environments” (p. 5470). Resilience can develop over time, and is a direct consequence of effectively addressing firm-related strains and stresses, in a process whereby apart from surviving, firms can thrive following adversity (Ismail et al., 2011). Being able to achieve resilience requires firms (i.e. SMEs) “to engage in strategic thinking and planning” (Ismail et al., 2011, p. 5471).

Several authors have sought to develop insights and theoretical foundations to enhance the understanding of resilience in organisational contexts. For example, Mallak (1999) proposed a framework illustrating ways in which resilience operates at various levels, including organisational and individual. The framework depicts six categories associated with resilient behaviour; in an organisational context, the categories underscore the following elements:

1  
2  
3 *Vision*, which incorporates formulation and communication (of resilience).  
4

5 *Values*: Creating a culture of resilience, or how fundamental organisational values promote  
6 organisational resilience.  
7

8  
9  
10 *Elasticity*, being free from restrictive procedures or policies; the capacity “to bend without  
11 breaking” (Mallak, 1999, p. 223).  
12

13  
14 *Empowerment*, which encompasses resource access, reinforcement, behaviour modelling, and  
15 decision making boundaries.  
16

17  
18 *Coping*, which comprises awareness, training, or, as with empowerment, reinforcement.  
19

20  
21 *Connections*, which include building effective teams, or interpersonal behaviours (Mallak,  
22 1999).  
23  
24

25  
26  
27  
28  
29  
30  
31  
32  
33  
34  
35  
36  
37  
38  
39  
40  
41  
42  
43  
44  
45  
46  
47  
48  
49  
50  
51  
52  
53  
54  
55  
56  
57  
58  
59  
60

Mallak (1999) notes that organisations that effectively go through these six components may experience higher degrees of organisational resilience. Concerning the empowerment category (Mallak, 1999), Norris et al. (2008) note that adaptive capacities are represented by resources that are rapidly accessible, and that possess dynamic attributes. Organisational resources are those productive assets that include tangible (financial, physical), intangible (technology, culture, reputation) or human (skills, know-how, motivation) (Grant, 2016). Capabilities are strongly associated with resources and are also critical in developing resilience; for instance, they can be triggers of growth or strategies (Ismail et al., 2011). Essentially, capabilities represent what firms can do (Grant, 2016). In other words, capabilities are not merely the result of resources; instead, the combination of resources creates organisational capabilities (Grant, 2016).

Another contribution (Burnard and Bhamra, 2011) proposed a ‘resilient response framework.’ The framework also seeks to illuminate the understanding of organisations’ behaviour when they experience turbulent conditions (Burnard and Bhamra, 2011). First, the

1  
2  
3 conceptualisation depicts a critical period following an event or threat; the period is  
4  
5 reinforced by three stages or parts: Detection, activation and enhanced monitoring. Detection  
6  
7 and activation are followed by a response. This response is then divided into positive  
8  
9 adjustment, extended by resilient responses, and negative adjustment. Both forms of  
10  
11 adjustment affect organisational learning, which in turn induces enhanced monitoring.  
12  
13  
14 Burnard and Bhamra's (2011) framework also explores the associations between business  
15  
16 strategy concepts, for instance, risk management and competitive advantage, and  
17  
18 organisational resilience.  
19  
20

21  
22 Similarly, Gunasekaran et al. (2011) suggested a framework for SME resilience and  
23  
24 competitiveness. This framework is divided into three different factors, and includes eight  
25  
26 determinants of competitiveness and resilience. First, under internal factors, they underscored  
27  
28 the role of organisational behaviour (e.g., interactions/relationships among different  
29  
30 departments of SMEs, centralised decision making process) and managerial characteristics  
31  
32 (e.g., multitasking), with implications for quality (e.g., continuous improvement processes).  
33  
34  
35 Second, under external factors, they highlighted the globalisation phenomenon, which  
36  
37 suggests advantages (increased opportunities) and disadvantages for SMEs (the need to  
38  
39 readjust rapidly). Third, under enabling factors, Gunasekaran et al. (2011) identified the use  
40  
41 of technology (e.g., Internet), supply chain integration, generation of capital, and location and  
42  
43 marketing.  
44  
45  
46  
47  
48

#### 49 *Organisational resilience in the wine industry*

50  
51 To date, few studies have examined organisational resilience from  
52  
53 practitioner/entrepreneurial perspective in the wine industry. In one of these contributions,  
54  
55 Duarte Alonso and Bressan (2015) investigated resilience in response to contemporary  
56  
57 challenges in Italy's wine industry among. They found various forms of developing resilience  
58  
59  
60

1  
2  
3 that are related to communication, promotion and direct marketing that strongly underline the  
4  
5 role of the organisation and management. Indeed, salient findings underlined the importance  
6  
7 of more involvement with social media and webpage, more knowledge of foreign languages,  
8  
9 collaborating with other wineries, diversifying their product offerings, increasing their  
10  
11 exports horizon, and educating wine consumers more (Duarte Alonso and Bressan, 2015).  
12  
13

14  
15 Duarte Alonso and Bressan's (2015) findings also underscored the importance of both  
16  
17 organisational resources and capabilities. For instance, financial resources were illustrated in  
18  
19 equipping wineries with tools in order to have a fast, reliable, and permanent online presence,  
20  
21 which is paramount in today's wine environment (Duarte Alonso and Bressan, 2015).  
22  
23 Financial and human resources were demonstrated in winery training (for staff or the  
24  
25 ownership) to learn and employ these tools effectively, as well as in learning foreign  
26  
27 languages to communicate with an increasingly global audience (Duarte Alonso and Bressan,  
28  
29 2015). Thus, in this case, and aligned with Grant (2016), combining financial, human, and  
30  
31 time resources resulted in more effective communication, which represents a key  
32  
33 organisational capability. A resulting framework developed by Duarte Alonso and Bressan  
34  
35 (2015) underscored the importance of internal, external, and enabling factors (Gunasekaran et  
36  
37 al., 2011), as well as capacities.  
38  
39  
40  
41

42  
43 In a second exploration, Golicic, Flint, and Signori (2017) conducted a longitudinal study  
44  
45 among wineries from six countries to ascertain how winery businesses sustain themselves in  
46  
47 a complex market environment. They used the term 'entropy' to refer to "a major business  
48  
49 disruption" (p. 75), and identified various actions to develop resilience. For instance, their  
50  
51 findings revealed three main ways: Innovating and experimenting, obtaining resources and  
52  
53 developing capabilities, and relying on supply chain connections. Golicic et al. (2017)  
54  
55 subsequently presented a framework, which shows that, over time, a major disruption arises,  
56  
57 affecting firms' sustainability. In order to correct this form of decline and build resilience,  
58  
59  
60

1  
2  
3 firms need to take action. Furthermore, Golicic et al. (2017) hypothesised that, inevitably, all  
4  
5 firms will follow this cycle, with some doing so continuously, and others failing to do so,  
6  
7 with consequences for their long-term survival.  
8  
9

10 Finally, earlier research among employees from Italian wineries (Flint, Golicic, and  
11  
12 Signori, 2011) examined ways in which they were addressing the competitive landscape and  
13  
14 economic conditions. Based on their data, Flint et al. (2011) developed a framework  
15  
16 underscoring two main dimensions that suggest impacts for wineries' sustainability. The first  
17  
18 dimension revealed the significance of assessing wineries' environment, which included their  
19  
20 internal and external business environment and their capabilities. These three elements were  
21  
22 associated with the second dimension, being resilient, that captures their major findings,  
23  
24 namely, the importance of promoting a unique identity and willingness to change, for  
25  
26 instance, by innovating. This form of innovating includes improving the quality of the wines  
27  
28 and finding ways to add value (Flint et al., 2011).  
29  
30  
31  
32  
33  
34

### 35 *Proposed theoretical framework*

36  
37 Based on the above conceptual and empirical contributions, a framework that captures  
38  
39 resilience in Spain's wine sector to respond to the impacts of Brexit is proposed (Figure 1).  
40  
41 As illustrated, and supported by recent academic contributions, news and reports (e.g.,  
42  
43 Anderson and Wittwer, 2017; Matthews, 2017; Revell, 2017; The Guardian, 2017), upon the  
44  
45 detection of the 'disturbance' (Burnard and Bhamra, 2011), such disturbance (Brexit) is  
46  
47 suggested to have various impacts. For instance, as Anderson and Wittwer (2017) explained,  
48  
49 the event has intensified uncertainty. Furthermore, the already noticed increase in wine prices  
50  
51 (UK), and the potential for trade barriers, with unknown outcomes of resulting negotiations to  
52  
53 reach import/export agreements further fuel the state of uncertainty. Arguably, newly erected  
54  
55 trade barriers, increased paperwork, and finding alternative markets may result in higher costs  
56  
57  
58  
59  
60

1  
2  
3 for wine producers. As a result, part of the new costs for wine products might be passed from  
4  
5 wineries into the importers, and, ultimately, into consumers.  
6

7  
8 These perceived destabilising issues require the ‘activation’ of resilient organisational  
9  
10 responses (Burnard and Bhamra, 2011). These responses are underscored by the categories of  
11  
12 resilient behaviour (Mallak, 1999), the elements described within internal and enabling  
13  
14 factors (Gunasekaran et al., 2011), and the importance of resources, whose combination  
15  
16 contributes to creating organisational capabilities (Grant, 2016). Together, categories,  
17  
18 elements, resources and capabilities allow for identifying various productive ways to build  
19  
20 resilience, namely, through adding value, innovation, experimenting and continuous  
21  
22 organisational learning (Flint et al., 2011; Golicic et al., 2017). The resulting improvements  
23  
24 in product quality (Gunasekaran et al., 2011), incorporating social media to promote one’s  
25  
26 winery, or exporting (Duarte Alonso and Bressan, 2015) can help support the process of  
27  
28 building resilience. Importantly, this process needs enhanced monitoring, in order to detect  
29  
30 events and activate responses (Burnhard and Bharna, 2011), and further work towards  
31  
32 wineries’ long-term sustainability.  
33  
34  
35  
36

37  
38 Overall, the links between the present study and adaptation in light of a turbulent event  
39  
40 underscore the value of considering the academic literature that discusses resilience (e.g.,  
41  
42 Ates and Bititci, 2011; Burnard and Bhamra, 2011; Grant, 2016; Gunasekaran, Rai, and  
43  
44 Griffin, 2011; Ismail, Poolton, and Sharifi, 2011; Norris et al., 2008). Based on this literature,  
45  
46 this study will propose a theoretical framework that explains resilience in the context of  
47  
48 Brexit and the wine sector. Thus, the following additional question is proposed:  
49  
50  
51  
52  
53

54 RQ3: To what extent does the developed framework contribute to the understanding of  
55  
56 organisational resilience among Spanish wineries experiencing a major event (i.e. Brexit)?  
57  
58  
59  
60

Figure 1 Here

## Methodology

This exploratory study is primarily concerned with proposing a theoretical framework, predominantly based on the organisational resilience literature to enhance understanding of the perceived effects of an event (Brexit) on Spain's wine industry, and how the sector could build organisational resilience in response. Thus, this study's unit of analysis encompasses the perceived effects and ways to adapt to a major event affecting the wine sector, thereby stimulating the development of organisational resilience. Exploratory research is a useful instrument "to ask open questions to discover what is happening and gain insights about a topic of interest" (Saunders, Lewis, and Thornhill, 2016, p. 174). Exploratory research questions usually begin with 'how' or 'what' (Saunders et al., 2016).

According to Hyde (2000), there are two broad approaches to reasoning- inductive and deductive- that may produce new knowledge. Hyde (2000) defines inductive reasoning as "a theory building process, starting with observations of specific instances, and seeking to establish generalisations about the phenomenon under investigation" (p. 83). Thomas (2006) complements this definition by referring to the inductive approach as "a systematic procedure for analyzing qualitative data in which the analysis is likely to be guided by specific evaluation objectives" (p. 238). Moreover, inductive analysis entails approaches that are based on readings of raw data by researchers, who then develop, themes, concepts, or models (Thomas, 2006). The exploratory nature of the present study, which focuses on a phenomenon of interest (Brexit), and seeks to build theory (Hyde, 2000), justifies the adoption of an inductive approach. This approach is also in line with contemporary research on organisational resilience in the areas of management and human resources (Branicki, Steyer, and Sullivan-Taylor, 2016; Williams and Shepherd, 2016).

1  
2  
3 This study also employs a case study methodology, which is particularly suitable for  
4 exploratory investigations (Demmer et al., 2011). Case studies attempt to examine “a  
5 contemporary phenomenon in its real-life context, especially when... the boundaries between  
6 phenomenon and context are not clearly evident” (Yin, 1981, p. 59). Sources of evidence in  
7 case studies include interviews, direct observations, documentation and archival records (Yin,  
8 1999). In addition, the study adopts a purposeful sampling method, which is a deliberate  
9 choice of informants based on the qualities they possess (Tongco, 2007), for instance, their  
10 expertise and knowledge as winery owners and/or managers. Furthermore, it is a method for  
11 identifying and selecting information-rich cases associated with a phenomenon of interest  
12 (Palinkas et al., 2015). According to Patton (2002), information-rich cases contribute to  
13 learning “a great deal about issues of central importance to the purpose of the inquiry” (p.  
14 230). In turn, the study of information-rich cases “will illuminate the questions under study”  
15 (Patton, 2002, p. 230).

16  
17 For the purposes of this study, information rich cases selected include the following  
18 criteria: 1) informants had to be senior managers or owners with strong knowledge of the  
19 operational and strategic oversight of the winery business and 2) were from companies that  
20 undertook sales nationally and internationally. These criteria provided a means to gather rich  
21 contextual information that would enable a holistic and insightful examination of the issues  
22 surrounding wine production and sales against the pertinent and potentially volatile effect of  
23 Brexit.

24  
25 An initial search in various websites identified a national, three-day wine event organised  
26 in Spain in the spring of 2017. Upon closer examination of the attending wineries, the names  
27 and email addresses of 790 individual firms were identified on the event’s website. This  
28 significant number provided numerous opportunities to study information-rich cases (Patton,  
29 2002) of Spain’s wine industry first-hand. In March of 2017, a message was sent to the  
30  
31  
32



1  
2  
3 event's administrators asking permission for the research team to take part and briefly meet  
4 and speak to participating winery owners/managers. After permission was granted, one of the  
5 researchers travelled to the event. Each of the three days, the researcher randomly approached  
6 operators' winery booths, briefly informed them of the study, and, according to their  
7 immediate availability to respond, asked the following questions:  
8  
9  
10  
11  
12  
13  
14  
15  
16

17 To what extent could Brexit affect Spain's wine sector (positively/negatively)?

18 How could the wine sector respond to Brexit's potential impacts (positive/negative)?  
19  
20  
21  
22  
23

24 In designing these RQs, various academic contributions that examine resilience in the  
25 wine industry were consulted (e.g., Flint et al., 2011; Golicic et al., 2017). Information  
26 concerning the participant's role, the size of the winery, or whether the winery exported at the  
27 time of the study was also gathered. Initially, participants were hesitant to be audio recorded  
28 at a wine event. For this reason, and because they were expecting visitors anytime during the  
29 brief interview, a decision was made to write notes of their comments instead. Contacts  
30 details gathered from the interviewed individuals also allowed for learning more about their  
31 wineries, for instance, in terms of their production, whether they opened to the public and  
32 were involved in diversification strategies (wine tourism). On average, each brief interview  
33 lasted six minutes. After three days, 183 owners/managers were approached, and 156 were  
34 interviewed. Thus, 19.7 percent (156/790) of all participating wineries were briefly studied.  
35  
36  
37  
38  
39  
40  
41  
42  
43  
44  
45  
46  
47  
48

49 Subsequently, the written material was analysed using qualitative content analysis. This  
50 research method is employed to interpret text data, and consists in identifying and coding  
51 patterns and themes through systematic classification (Hsieh and Shannon, 2005). Aligned  
52 with its fundamental principles, in this research, qualitative content analysis facilitated the  
53 identification and coding of the extended comments provided by many participants. For  
54  
55  
56  
57  
58  
59  
60

1  
2  
3 instance, in answering the question of how the wine industry respond to Brexit's impacts  
4  
5 (Figure 3), through qualitative content analysis the authors grouped and coded emerging  
6  
7 themes. Among others, these themes included the 'focus on receding Spanish wine consumer  
8  
9 market', which emphasised the need to increase domestic wine consumption. Other themes  
10  
11 include 'going niche' or considering smaller, but more lucrative wine consumer  
12  
13 markets/segments, as well as improving the quality of wines to draw their interest and  
14  
15 consumption. The different emerging themes were exported into NVivo, version 11, a  
16  
17 computer assisted qualitative data analysis software (CAQDAS) (Welsh 2002). NVivo  
18  
19 facilitated the analysis and identification of thematic nodes grouped by word similarity  
20  
21 (Tables 2, 3).  
22  
23  
24  
25

26  
27 Numerous studies have discussed data saturation, the point where no new themes or  
28  
29 information are noticed in the data (Guest, Bunce, and Johnson 2006), or when sufficient  
30  
31 information has been gathered "to replicate the study... and when further coding is no longer  
32  
33 feasible" (Fusch and Ness, 2015, p. 1408). According to Guest et al. (2006), "the idea of  
34  
35 saturation... provides little practical guidance for estimating sample sizes" (p. 59). Similarly,  
36  
37 O'Reilly and Parker (2013) argue that data saturation has limited transparency and meanings.  
38  
39 One specific illustration of data saturation is provided by Guest et al. (2006). Based on their  
40  
41 data set, the authors found that saturation took place within the initial 12 interviews, and that  
42  
43 basic elements pertaining to 'metathemes' emerged already within the first six. However, for  
44  
45 O'Reilly and Parker (2013), the adequacy of a sample is not determined purely by the  
46  
47 participant numbers, but instead by "the appropriateness of the data" (p. 195). Similarly,  
48  
49 earlier research (Marshall, 1996) suggests that appropriate sample sizes for qualitative  
50  
51 research are those that can answer the research question adequately.  
52  
53  
54  
55

56  
57 Given the study's emphasis on exploring a phenomenon (Hyde, 2000; Yin, 1981), based  
58  
59 on information-rich cases (Patton, 2002) and informants' specific qualities (Tongco, 2007),  
60

1  
2  
3 and given the brief time of the interviews, the notions by O'Reilly and Parker (2013) and  
4  
5 Marshall (1996) were deemed acceptable. Therefore, an effort was made to go beyond  
6  
7 limited sample sizes, and seek an appropriate number that would address the research  
8  
9 questions as extensively as possible, and serve as a baseline for future investigations. Finally,  
10  
11 in the following sections selected verbatim comments by participants will be labelled as P1  
12  
13 (Participant 1), P2 (Participant 2), and so forth.  
14  
15  
16  
17  
18

### 19 *Basic demographic characteristics of participants*

20  
21 As would be expected, and regardless of their size, most wineries (94.2%) were exporting at  
22  
23 the time of the study. In nine cases, the winery representative was attending the event for the  
24  
25 first time, with the intention to meet importers. The sizes of all participating wineries  
26  
27 corresponded to the small and medium enterprise (SME) categories according to the  
28  
29 European Commission (2003). In fact, the largest group was composed of small firms, or  
30  
31 those employing between 10 and 49 staff. In the majority of cases (65.4%), the winery  
32  
33 manager/export manager was representing the firm at the event, while predominantly the  
34  
35 winery owner represented micro-size wineries. Complementing their exporting efforts, most  
36  
37 wineries (85.9%) were open to the public. Geographically, the bulk of wineries (81.4%) was  
38  
39 distributed among 21 different Spanish regions/provinces. In terms of gender, male  
40  
41 participants were by far the most represented gender group (84.6%).  
42  
43  
44  
45  
46  
47  
48

49 Table 1 Here  
50  
51  
52

53 Information collected from brochures and from on-site observations identified various pricing  
54  
55 levels for different wine products displayed during the fair. Indeed, in more than half of the  
56  
57 cases, the participating wineries' product portfolio typically included five or more wines,  
58  
59  
60

1  
2  
3 with their prices ranging from six to fifteen Euros per bottle. In only approximately one-  
4  
5 fourth of the cases did wineries' portfolio include wines valued more than fifteen Euros per  
6  
7 bottle.  
8  
9

## 11 12 **Results**

### 13 14 *Perceived impacts of Brexit*

15  
16  
17 When participants were asked about how Brexit might impact Spain's wine sector, the  
18  
19 content analysis revealed four different categories (Figure 2). As illustrated, the state of  
20  
21 uncertainty created by Brexit was the most identified theme (85.9%). This finding is in line  
22  
23 with a recent report underlining the potential impacts of Brexit on the wine sector (Anderson  
24  
25 and Wittwer, 2017).  
26  
27

28  
29 The majority of participants further elaborated on their answers, with 83 (61.9%) referring  
30  
31 to disruptions, and to the overall growing complexity that they anticipated from 2018  
32  
33 onwards. Furthermore, more time-consuming procedures, processes, particularly more  
34  
35 paperwork, were expected to result in increased bureaucracy when seeking to export to the  
36  
37 UK due to newly introduced legal parameters to trade with a non-EU nation:  
38  
39

40  
41  
42 *P12: It's worrying. We already have to deal with substantial paperwork in Spain*  
43  
44 *alone. Now with the UK out of the EU, it would further aggravate our problems.*

45  
46  
47 *P33: Brexit will add more bureaucratic complexity to our day-to-day activities.*  
48  
49

50  
51  
52 Comments from this group also alluded at the need to move on quickly from the Brexit  
53  
54 outcome, and start looking for alternatives to minimise its effects, especially new exporting  
55  
56 avenues:  
57  
58  
59  
60

1  
2  
3 P15: *The decision [by the UK] is already set in stone; there is nothing we can do,*  
4  
5 *but move on and find new markets.*  
6

7  
8 P47: *We cannot sit back and wait for the UK and the EU to sort out this mess. We*  
9  
10 *need to sell our wine and will have to consider other options.*  
11  
12

13  
14  
15 Figure 2 Here  
16  
17  
18

19  
20 Clearly, to consider or engage with other markets, wineries will need additional resources,  
21 including for event participation, and international travel to meet with importers. However,  
22 given that the large majority of participating wineries were small and micro-size firms,  
23 comments also highlighted the difficulty of fully embracing other options should the exports  
24 to the large UK wine consumer market become more challenging. For the majority  
25 interviewees, the associated direct and indirect costs to attend the wine event already  
26 represented a significant investment (time, opportunity costs of not working at the winery).  
27  
28

29  
30 Whereas 53 (34.0%) participants openly recognised that they were only exporting a very  
31 small volume of wines, or not exporting at all to the UK, others voiced their concerns based  
32 on their own experiences. These concerns illustrated that, to some extent, Brexit was  
33 perceived to have negative financial and business repercussions. Indeed, four owners  
34 mentioned that already in 2016 after the Brexit vote their importers had informed them that  
35 they would discontinue trade. In other four cases, the UK importers informed the wineries  
36 that, given the gradual and significant devaluation of the British Pound against the Euro, there  
37 might be significant changes in imports in the next 18 months. Furthermore, there were 16  
38 other cases where participants had not received any news from their UK importers; however,  
39 they were aware of the unpredictable nature of import/export relationships post Brexit:  
40  
41  
42  
43  
44  
45  
46  
47  
48  
49  
50  
51  
52  
53  
54  
55  
56  
57  
58  
59  
60

1  
2  
3 P18: *Our UK importer has not made any comments about buying from us next*  
4  
5 *year; typically, we receive some form of interest at least 9 months ahead.*  
6  
7

8 P53: *It's all up in the air; with the Pound dropping, UK importers might decrease*  
9  
10 *their purchases from us.*  
11  
12

13  
14  
15 Moreover, P23, who currently exports to the UK market, stated that the long-standing  
16  
17 tradition of Spanish wine sales to the UK should not be perceived as a guarantee for future  
18  
19 sales and that Brexit could damage such tradition. The participant also indicated that “loyalty  
20  
21 *in the wine industry only lasts as long as the next price increase*”, and that UK importers  
22  
23 today have a wide range of (wine) alternatives, regions, and countries to choose from.  
24  
25 Therefore, the participant acknowledged that a UK importer could easily switch suppliers  
26  
27 overnight; such was the competitive and ruthless nature of today’s globalised wine market.  
28  
29

30  
31 By far, the weakening British currency was therefore perceived by both importers and  
32  
33 exporting firms to increase the price of wine imports, and that of the final price consumers  
34  
35 would pay. As participants currently exporting to the UK also acknowledged, one of Brexit’s  
36  
37 disruptive impacts could be in the form of increased alcohol taxes, again, adding to current  
38  
39 wine prices. Thus, in the long-term, the group of participants who were exporting to the UK  
40  
41 perceived negative outcomes from Brexit for their wineries, UK importers, and for the final  
42  
43 consumer.  
44  
45

46  
47 While the overall disposition among interviewees was negative, part of their answers also  
48  
49 illustrated some form of positive outlook. For example, 92 (59.0%) participants perceived  
50  
51 that, after an initial period of uncertainty, in the end, the real impacts of Brexit would not be  
52  
53 that significant for Spanish or European wineries. Moreover, around one third (56, 35.9%)  
54  
55 were confident that, regardless of Brexit’s effects, the British consumer market would  
56  
57 continue to demand Spanish wines. Partly in support of these views, the three-day event, and  
58  
59  
60

1  
2  
3 on seven separate occasions, participants recognised being approached by visiting British  
4  
5 importers interested in their wines. Thus, at least in some cases, and despite apparent  
6  
7 concerns, it was clear that UK importers were still keen to conduct business. 12 participants  
8  
9 also mentioned that a worst-case scenario would include the UK entering a similar  
10  
11 arrangement as European Free Trade Association (EFTA) countries (e.g., Norway and  
12  
13 Switzerland). Under this status, the current trading structure would not be significantly  
14  
15 affected. Finally, these 12 interviewees expected no long-term effects to occur as a result  
16  
17 from Brexit.  
18  
19  
20  
21  
22

### 23 24 *Perceived responses to Brexit's impacts*

25  
26 The notes gathered during the event also revealed numerous ways in which organisational  
27  
28 resilience could be built. As with RQ1, the content analysis undertaken illustrates various  
29  
30 emerging themes (Figure 3). In the main, organisational resilience was significantly  
31  
32 associated with the ability to export to various markets. Through the short interviews, it was  
33  
34 found that all but nine wineries were currently exporting. However, even these firms, all of  
35  
36 them micro-size wineries, were also in the process of starting their first exports; hence their  
37  
38 reason for attending the wine fair. Furthermore, the 147 participating exporting wineries have  
39  
40 massively diversified their sales horizon in the last decade. Indeed, concerning Brexit, the  
41  
42 phrase “putting the eggs in different baskets” was used by different participants to illustrate  
43  
44 the coming of age of their wineries, in strategically growing their export base. Either during  
45  
46 the interviews, or from written information provided at the event or on wineries’ websites, it  
47  
48 was found that, in 84 cases, wineries were exporting to between six to ten different markets,  
49  
50 with a few exceptions (17) that included exports to 60 or more different markets.  
51  
52  
53  
54  
55

56 Diversifying the exporting markets was therefore perceived as a key alternative to  
57  
58 minimise the dependency on UK wine consumer markets, and potentially avoid any major  
59  
60

1  
2  
3 Brexit-related impacts. Indeed, 66 (44.9%) exporting firms' representatives suggested that  
4  
5 over recent years, wineries' efforts led to increasing from one to four or more foreign  
6  
7 consumer markets. These efforts also highlight the progressive development of many winery  
8  
9 operators' skills and knowledge, in increasingly multitasking, taking the initiative and risks to  
10  
11 adapt and become involved in an already extremely competitive and globalised wine market.  
12  
13  
14 as the following comments demonstrate:  
15  
16  
17  
18

19 *P9: We need to spread the risk. This year, we invested significantly to attend the*  
20  
21 *world's largest wine fair (Prowein), and we plan to attend next year. We had*  
22  
23 *some interesting enquiries.*  
24  
25

26 *P84: We are starting to send small quantities to Japan and China, where there*  
27  
28 *might be growth in the near future.*  
29  
30  
31  
32

33 Figure 3 Here  
34  
35  
36  
37

38 As a recent academic study (Duarte Alonso, 2017) underlines, winery operators are  
39  
40 focusing their export efforts on emerging wine markets, while at the same time consolidating  
41  
42 traditional European ones. One example from the visited wine fair was one group of six  
43  
44 micro wineries from Galicia that were exporting to 11 different countries already. Given their  
45  
46 limited production volume, this group of entrepreneurs were only focusing on a niche market,  
47  
48 or "a more narrowly defined group of customers" (Kara and Kaynak 1997, p. 876).  
49  
50 Moreover, these individuals were only targeting high-end consumers for their products,  
51  
52 including in the UK. The participant (P61) noted that, while the UK wine market was/is  
53  
54 primarily known as a low-margin, low price market, there was also a significant segment  
55  
56 favouring higher quality, and prepared to pay higher prices. In recent years, the participant's  
57  
58  
59  
60



1  
2  
3 winery has become the official wine supplier for the business and first class flights of a well-  
4  
5 known international British airline. Finally, despite current concerns, 45 (28.8%) participants  
6  
7 emphasised the importance to not rule out the UK consumer market in the future. These  
8  
9 individuals underscored the geographic proximity to the UK, the strength and significance of  
10  
11 the UK wine consumer market, and, again, the long-standing trade relationship between  
12  
13 Spain and the UK as key favourable factors for a continuation of wine trade in the long term.  
14  
15

16  
17 A further seven participants also perceived the potential for exporting wines for the  
18  
19 higher-end UK consumer segment, and therefore, were not considering radical changes in  
20  
21 their export efforts. On the contrary, these participants noted that UK consumers of high-end  
22  
23 wines would continue to afford these in spite of Brexit-related impacts. Furthermore,  
24  
25 representatives of 10 other wineries indicated that they were also looking inwards, that is, to  
26  
27 the Spanish consumer market. Apart from traditional products, these wineries were also  
28  
29 trialling 'newer' wines, or light body wines, with less alcohol volume and less ageing  
30  
31 potential for younger Spanish wine consumers. This strategy sought to some extent to revert  
32  
33 declining consumption of wines among Spanish consumers (de-Magistris, Gracia, and  
34  
35 Albisu, 2014; Mtimet and Albisu, 2006), and target younger consumer groups, while at the  
36  
37 same time diversify the avenues for wineries' products.  
38  
39  
40  
41

42  
43 Another aspect that may indirectly help minimise the effects of Brexit is the increasing  
44  
45 importance that wineries are placing on the development of wine tourism. 40 (25.6%) of the  
46  
47 approached wineries were advertising their facilities and the region as a tourism destination,  
48  
49 and overall as a food and wine experience. Importantly, when queried about the origin of  
50  
51 their visitors, participants cited domestic as well as those from other EU countries,  
52  
53 particularly from BENELUX nations. In contrast, it was revealed that UK wine tourists were  
54  
55 still represented marginally. Along these lines, 23 participants' comments, and information  
56  
57 found in brochures and on wineries' websites illustrated stronger efforts by wineries to  
58  
59  
60

1  
2  
3 organise food-wine pairing events. These efforts, and the fact that 85.9 percent of wineries  
4 were open to the public (Table 1) demonstrate that wine tourism-related events will be a  
5 strong drawing card for Spanish wineries. This strengthening movement could even attract  
6 segments of UK wine enthusiasts to discover and appreciate Spanish wines.  
7  
8  
9  
10  
11  
12  
13  
14

15 *P76: We sell around 15% of our wines at our cellar door. We need to focus more*  
16 *on the winery experience, which saves us costs, enhances our brand image, and*  
17 *motivates people to return.*  
18  
19  
20

21 *P95: Millions of UK tourists visit Spain each year for our beaches, food and wine.*  
22 *We should make stronger efforts to convert them to become winery visitors.*  
23  
24  
25  
26  
27

28 Equally important is their role in providing a satisfactory purchasing experience, both  
29 before and after selling wines. The three-day even provided an avenue to observe first-hand  
30 the level of professionalism among winery representatives. Such professionalism transpired  
31 in various forms, from communicating in English or other languages with potential buyers, to  
32 hiring translators, or to making numerous efforts to promote their wineries to an increasingly  
33 larger global consumer market.  
34  
35  
36  
37  
38  
39  
40  
41

42 Furthermore, 35 (22.4%) participants, including the following, mentioned the need for  
43 wineries to continue their efforts in improving their production processes, delivering wines of  
44 increasingly higher quality:  
45  
46  
47  
48  
49  
50

51 *P37: We cannot take consumers for granted. Going out and selling wines is*  
52 *extremely difficult; we need to offer consistent quality to wow consumers.*  
53  
54  
55

56 *P102: As long as we maintain the quality of our product, we can overcome Brexit*  
57 *and position our product elsewhere.*  
58  
59  
60

1  
2  
3  
4  
5 The above finding, and the associated comments are in accord with Flint et al. (2011) who  
6 emphasised that strategic importance of quality improvements in wine. In addition, members  
7 of this group of participants also emphasised the vital aspect of keeping up-to-date with ways  
8 of communicating, both spoken and online, particularly having a presence in social media  
9 and investing in dynamic website content. The last day of data collection allowed for asking  
10 participants about their impressions with the event. 47 (30.1%) individuals manifested that  
11 they perceived these and other wine fairs as a critical way to gain exposure and new clients.  
12 Therefore, and despite the different investments of time and finances, and opportunity costs  
13 forgone, these participants were seriously considering their return. This finding also  
14 underscores the importance of the wine event component in increasing wineries' marketing  
15 potential and building organisational resilience in the face of potentially damaging events,  
16 including Brexit.  
17  
18  
19  
20  
21  
22  
23  
24  
25  
26  
27  
28  
29  
30  
31  
32  
33  
34

### 35 **Discussion**

36  
37 A number of associations revealed between the study's findings and the proposed framework  
38 (Figure 1) underscore its value in enhancing understanding of ways in which winery  
39 operators build organisational resilience in the face of a major disturbance or event.  
40 Essentially, winery operators' entrepreneurial drive and their concern for the sustainability of  
41 their firms anticipate the potential implications of the disturbance, alerting and persuading  
42 them to act. In line with various contemporary contributions (Anderson and Wittwer, 2017;  
43 Matthews, 2017; Revell, 2017) several phases follow the decision (Brexit) and detection of  
44 the event, including its immediate, short-term impacts. Many of participants' comments  
45 reflected a state of uncertainty, and a perceived negative impact as a result of Brexit. For  
46 instance, based on some scenarios outlined by Anderson and Wittwer (2017), Brexit could  
47  
48  
49  
50  
51  
52  
53  
54  
55  
56  
57  
58  
59  
60

1  
2  
3 have an impact on increased costs for consumers, and higher import taxes. The first scenario  
4  
5 was confirmed in the present study, with some participants already experiencing loss of  
6  
7 business (importers) due to the Sterling falling against the Euro.  
8  
9

10 In addition, many of the comments gathered pointed at an increase in paperwork and  
11  
12 therefore bureaucracy due to new trade barriers or agreements, persuading wine firms to find  
13  
14 other markets. Again, these issues have implications in the form of added costs for wine  
15  
16 producers, and opportunity costs, having to find alternative markets and using resources to do  
17  
18 so. The fact that many wineries may pursue similar markets in response to Brexit may add  
19  
20 more complexity and raise the level of competitiveness. As a result, winery operators will  
21  
22 'activate' resilient responses (Burnard and Bhamra, 2011).  
23  
24  
25

26 Mallak's (1999) typology, which encapsulates various categories related to resilient  
27  
28 behaviour, illuminates the understanding of ways in which participants may develop or  
29  
30 strengthen their business philosophy. Arguably, such philosophy fundamentally revolves  
31  
32 around ways to achieve financial sustainability and, in the case of Brexit, find ways to adapt.  
33  
34 Mallak's (1999) prescribed categories of vision and values are reflected in investing  
35  
36 resources in promotional (attending wine fairs), production (quality improvements), and  
37  
38 leisure (wine tourism) activities destined to gain exposure, penetrate new markets, or draw  
39  
40 consumers.  
41  
42  
43

44 Similarly, given the size of most participating businesses as opposed to large corporations,  
45  
46 the element of elasticity and empowerment also appear to be applicable. Indeed, wineries'  
47  
48 limited hierarchical organisational levels encourages prompter decision-making, including in  
49  
50 allocating resources efficiently and timely. The fact that numerous interviewees attending the  
51  
52 fair were the winery owners themselves underlines a very limited and practical organisational  
53  
54 hierarchy. Finally, the categories of coping and connections were illustrated in winery  
55  
56 ownership's business philosophy, which, among other aspects, entails the presence at events  
57  
58  
59  
60

1  
2  
3 of appropriate human resources, such as the export managers, or qualified owners and their  
4 family members. The expertise and skills of these individuals become critical, in planning  
5 and executing new ways to improve the firm's competitiveness, with clear implications for  
6 building their organisational resilience.  
7  
8  
9  
10  
11

12 Gunasekaran et al.'s (2011) typology was designed to study SMEs and further  
13 complements and supports that proposed by Mallak (1999). Under internal factors, the role  
14 and characteristics of organisational behaviour, particularly small/micro enterprises,  
15 exhibiting centralised decision making and multi-tasking, are clearly aligned with the  
16 findings. The focus on product quality, and that on niche markets as a way to differentiate  
17 and maximise opportunities were also examples of managerial characteristics, with  
18 implications for wineries' resilient responses.  
19  
20  
21  
22  
23  
24  
25  
26  
27

28 Similarly, enabling factors emerged in the findings, notably, through wineries'  
29 involvement in technology by adopting social media to promote wine tourism, or events at  
30 the winery, or through their marketing efforts (attending events, travelling to find new  
31 markets). Some of these enabling factors overlap with elements pertaining to the 'bundle of  
32 resources' (Grant, 2016). Indeed, wineries' bundle of resources was manifested, for instance,  
33 in participants' expertise in wine production, promotion, marketing, and exports. In accord  
34 with Grant (2016), these resources are synonymous for what firms can do, or capabilities, and  
35 are mirrored by wineries' ability to position themselves into an existing consumer market, or  
36 make efforts to expand into others.  
37  
38  
39  
40  
41  
42  
43  
44  
45  
46  
47  
48

49 In agreement with Golicic et al. (2017) action must be taken, in this case to build  
50 organisational resilience and adapt. The suggested resilient responses are operationalised  
51 through value adding alongside undertaking innovation and organisational learning through  
52 accumulating experience in adapting to events and changes by gathering new market  
53 information. Many of the comments and company information gathered during and after the  
54  
55  
56  
57  
58  
59  
60

1  
2  
3 event clearly demonstrate that most wineries were diversifying, irrespectively of Brexit  
4 concerns. However, with added pressures for many wineries currently conducting business  
5 with the UK, and the perceived need to penetrate other markets to minimise market  
6 dependency, the importance of diversification will increase. Thus, among other strategies  
7 designed to adapt and thrive in an uncertain wine market environment, numerous participants  
8 emphasised the significance of differentiation. Such differentiation was based on consistent  
9 product quality, building loyalty with their consumers, focusing on high-end, niche markets  
10 and other forms of diversification (new product development, wine tourism). In agreement  
11 with Burnard and Bhamra (2011), enhanced- and continuous- monitoring is required to  
12 ascertain the validity of these strategies in light of significant changes or disruptions.  
13  
14  
15  
16  
17  
18  
19  
20  
21  
22  
23  
24  
25  
26  
27

## 28 **Conclusions**

29  
30 The underlying purpose of this exploratory study was to propose a theoretical framework to  
31 illuminate knowledge of the perceived impacts of Brexit, of resilient responses, and specific  
32 ways to adapt, among Spanish winery operators. In doing so, the study contributed to  
33 theoretical development and to the literature, adding to the limited existing knowledge on  
34 organisational resilience and adaptation among winery firms from a practitioner's point of  
35 view. The findings revealed a high degree of uncertainty and a general view of negative  
36 reverberation as a result of Brexit. For example, comments pointed at signs of actual and  
37 potential future 'retreat' by UK importers, fearful of the direct impacts of Brexit's effects on  
38 their businesses, particularly increased import prices that may be passed on to the consumers.  
39  
40  
41  
42  
43  
44  
45  
46  
47  
48  
49  
50

51 In the main, however, participants agreed with various vital strategies and initiatives to  
52 stimulate organisational resilience; these strategies were based on diversification and adding  
53 value initiatives in various forms. As would be expected, improving product quality was a  
54 recurrent comment. However, also important were other multi-tasking functions, such as  
55  
56  
57  
58  
59  
60

1  
2  
3 finding additional export markets, investing in and embracing social media as a promotional  
4 or sales tool, and becoming involved in wine tourism to draw consumers to the winery.  
5  
6  
7  
8  
9

### 10 *Implications*

11  
12 Various implications can be drawn from the findings. First, cultivating an organisational  
13 culture, or possessing certain organisational behaviours and managerial characteristics,  
14 coupled with internal and enabling factors and bundles of resource represent a strong  
15 foundation for firms to develop resilient responses. The findings suggest that these key  
16 organisational traits, characteristics and resources are triggers of value adding and innovative  
17 initiatives. The findings also underline the significance of continuous learning and  
18 experimenting, which was reflected in improving product quality, in creating new product  
19 lines, employing social media, and in finding or focusing on niche markets.  
20  
21  
22  
23  
24  
25  
26  
27  
28  
29

30  
31 In addition, the proposed framework (Figure 1) provides an ideology comprised of various  
32 key elements and categories based on various academic contributions that provide context,  
33 guidance and structure. Essentially, the framework guides deeper thought of the stages  
34 following the identification or detection of a turbulent event. The framework subsequently  
35 suggests the activation of resilient responses, and delineates several important categories of  
36 resilient behaviour that organisations as well as individual entrepreneurs should consider. For  
37 instance, the six categories presented by Mallak (1999) underscore the importance of building  
38 a culture of resilience, which can then provide a foundation to develop organisational  
39 resilience. Indeed, coping underscores the value of training or awareness, elasticity or  
40 minimising restrictive policies or procedures, thus enabling flexibility and more rapid  
41 decision-making. Similarly, vision, which highlights communication, are all key factors that  
42 could result in helping the organisation withstand turbulence.  
43  
44  
45  
46  
47  
48  
49  
50  
51  
52  
53  
54  
55  
56  
57  
58  
59  
60

1  
2  
3 Coping, elasticity, and vision, coupled with building effective teams (connections), could  
4 contribute to wineries' increased agility, more fluid communication and efficiency, and more  
5 focus, with key implications for their production, promotional and marketing strategies. Some  
6 of these notions and underpinnings are supported by wine entrepreneurship research (Duarte  
7 Alonso and Bressan, 2015), which highlighted the significance of hands-on practices and  
8 activities associated with communication, direct marketing and promotion. In the present  
9 research, value adding, innovative activities, experimenting and continuous learning were  
10 suggested as key allies in the process of building organisational resilience. These factors  
11 heavily depend upon the underpinnings proposed by Mallak (1999).

12  
13 Assessing both internal and external factors (Gunasekaran et al., 2011) also directs  
14 practitioners and researchers to reflect on the significance of organisational behaviour, and  
15 that of managerial characteristics. In turn, these two key organisational components help  
16 reinforce the need for organisations to become or remain dynamic and innovative, including  
17 by making improvements and facilitate adaptation. In the context of internal factors, and with  
18 it decisiveness in the development of organisational resilience are interactions within the  
19 firm, and multitasking elements, which are often related to managerial characteristics  
20 (Gunaskeran et al., 2011). Albeit not explicitly, multitasking is suggested in Duarte Alonso  
21 and Bressan's (2015) research, when they highlighted the importance for winery operators to  
22 increase their engagement with social media, enhance proficiency in foreign languages, and  
23 diversify. The findings of the present study also demonstrate the potential consequences of  
24 continuous learning, value adding, and innovating for wineries, which culminate in increased  
25 exports, more involvement with social media, and product quality improvements.

26  
27 Furthermore, the strong links between firms' bundles of resources and capabilities (Grant,  
28 2016) also help facilitate understanding of the key strategic importance for organisations to  
29 identify their most valuable resources to create capabilities that help them adapt and survive  
30



1  
2  
3 turbulent periods. The overall structure and content of the framework also underscore its  
4  
5 potential, supporting future investigations examining major events affecting the wine sector,  
6  
7 or even other sectors, including those involved in food and beverage production. Overall,  
8  
9 with the turbulence caused by such events as Brexit, or the constant challenges stemming  
10  
11 from competition, finding ways to develop, nurture and sustain organisational resilience will  
12  
13 be vital for wineries and their industry to overcome obstacles and gain in competitiveness.  
14  
15  
16  
17  
18

### 19 *Limitations/Future Research*

20  
21 This study has several limitations. For example, the study collected data among 156  
22  
23 predominantly exporting wineries participating at a very large wine fair. Arguably, the wine  
24  
25 fair represents an extensive reflection of the overall population of Spanish wineries, whereby  
26  
27 the most entrepreneurial and dynamic will attend. Nevertheless, given that nationwide some  
28  
29 4,500 exist (Sellers-Rubio et al., 2016), the views from operators whose wineries did not  
30  
31 attend the event, as well as the views of those from non-exporting winery firms were not  
32  
33 gathered. Therefore, the participating wineries do not constitute a fully representative sample  
34  
35 of the entire group or population of Spain's exporting wineries.  
36  
37  
38

39  
40 A limitation must also be acknowledged in regards to the qualitative data collected.  
41  
42 Moreover, the impracticality of interviewing individuals at the wine event resulted in  
43  
44 collecting the data through note-taking, which prevented from fully maximising participants'  
45  
46 comments and expressions. Another limitation is that the sample of studied wineries only  
47  
48 included four from the La Rioja region, one of the country's leading wine regions, and a  
49  
50 major wine exporter, including to the UK. Furthermore, the study was conducted only in  
51  
52 Spain and among Spanish wineries.  
53  
54  
55

56 To address the above limitations, various future research avenues are proposed. First,  
57  
58 future research could seek and gather data from non-exporting winery operators in order to  
59  
60

1  
2  
3 compare the views of this group to those of the study's participants. This information could  
4  
5 identify other forms of building organisational resilience, such as innovative practices, or  
6  
7 differences in organisational behaviour concerning resilient responses.  
8  
9

10 Second, while overcoming the constraints of audio-recording or interviewing winery  
11  
12 operators attending a wine event is problematic, future research could consider other  
13  
14 strategies to complement the qualitative data gathered. One such strategy could be by  
15  
16 organising focus groups at the end of fair, or selecting a group of wineries from a specific  
17  
18 region, and following up with visits to these wineries after the event.  
19  
20

21 Third, subsequent research endeavours could fully focus on La Rioja region as a single  
22  
23 case, or consider a much larger number of wineries from this region. Such emphasis shall  
24  
25 help ascertain the potential effects of Brexit on this region's wineries, and ways in which  
26  
27 these businesses seek to adapt and build organisational resilience. Fourth, research exploring  
28  
29 the perceived effects of Brexit on the wine sector could collect data from one or more  
30  
31 countries in order to make comparisons, and determine whether any country-based  
32  
33 differences exist concerning building organisational resilience and adaptation. On a related  
34  
35 note, while six demographic characteristics of wineries and participants were gathered in this  
36  
37 exploratory study, a number which aligns with that of other contemporary wine business  
38  
39 research and wine production studies (e.g., Li and O'Connor, 2017; Spielmann, 2017), future  
40  
41 research could consider additional characteristics. Such characteristics that include  
42  
43 approximate volume of wine production, size of the vineyards, or yearly business turnover  
44  
45 could strengthen the results and, whenever appropriate, allow for making statistical analysis.  
46  
47  
48  
49

50  
51 From a theoretical point of view, future investigations of potential major disruptions in the  
52  
53 wine sector should incorporate and test the applicability of the proposed framework (Figure  
54  
55 1). Such assessment could confirm or disconfirm its value, or reveal ways to strengthen it and  
56  
57 render it more rigorous, illuminating knowledge of turbulent events and ways to respond. The  
58  
59  
60

1  
2  
3 assessment could be complemented by considering other theoretical foundations, including  
4  
5 the resource-based of the view, or the dynamic capabilities approach. In doing so, further  
6  
7 theory development could be attained.  
8  
9  
10  
11

## 12 **References**

- 13  
14 Anderson, K. and Wittwer, G. (2017), The UK and global wine markets by 2025, and  
15  
16 Implications of Brexit. *Working Paper 0217, Wine Economics Research Centre,*  
17  
18 *University of Adelaide, Australia.*  
19  
20  
21 Ates, A. and Bititci, U. (2011), “Change process: a key enabler for building resilient  
22  
23 SMEs”, *International Journal of Production Research*, Vol. 49 No. 18, pp. 5601-  
24  
25 5618.  
26  
27  
28 Belke, A. and Gros, D. (2017), “The economic impact of Brexit: Evidence from modelling  
29  
30 free trade agreements”, *Atlantic Economic Journal*, Vol. 45 No. 3, pp. 317-331.  
31  
32  
33  
34  
35 Bernard, M.-J. and Barbosa, S.D. (2016), “Resilience and entrepreneurship: a dynamic and  
36  
37 biographical approach to the entrepreneurial act”, *Management*, Vol. 19 No. 2, pp. 89-  
38  
39 123.  
40  
41  
42 Bhamra, R.S. and Burnard, K. (2011), “Resilience: the concept, a literature review and  
43  
44 future directions”, *International Journal of Production Research*, Vol. 49 No. 18, pp.  
45  
46 5375-5393.  
47  
48  
49 Branicki, L., Steyer, V. and Sullivan-Taylor, B. (2016), “Why resilience managers aren’t  
50  
51 resilient, and what human resource management can do about it”, *The International*  
52  
53 *Journal of Human Resource Management*, Vol. 30 No. 8, pp. 1261-1286.  
54  
55  
56 Branicki, L.J., Sullivan-Taylor, B., & Livschitz, S.R. (2018), “How entrepreneurial resilience  
57  
58  
59  
60

- 1  
2  
3 generates resilient SMEs”, *International Journal of Entrepreneurial Behavior &*  
4  
5 *Research*, Vol. 24 No. 7, pp. 1244-1263.  
6  
7  
8 Bruwer, J., Jiranek, V., Halstead, L. and Saliba, A. (2014), “Lower alcohol wines in the UK  
9  
10 market: some baseline consumer behaviour metrics”, *British Food Journal*, Vol. 116  
11  
12 No. 7, pp. 1143-1161.  
13  
14  
15 Burnard, K. and Bhamra, R. (2011), “Organisational resilience: development of a conceptual  
16  
17 framework for organisational responses”, *International Journal of Production*  
18  
19 *Research*, Vol. 49 No. 18, pp. 5581-5599.  
20  
21  
22 de Magistris, T., Gracia, A. and Albisu, L.M. (2014), “Wine consumers’ preferences in  
23  
24 Spain: an analysis using the best-worst scaling approach”, *Spanish Journal of*  
25  
26 *Agricultural Research*, Vol. 12 No. 3, pp. 529-541.  
27  
28  
29 Demmer, W.A., Vickery, S.K. and Calantone, R. (2011), “Engendering resilience in small-  
30  
31 and medium-sized enterprises (SMEs): a case study of Demmer Corporation”,  
32  
33 *International Journal of Production Research*, Vol. 49 No. 18, pp. 5395-5413.  
34  
35  
36 Duarte Alonso, A. (2017), “An exploration of Cava wineries: a resource-based  
37  
38 approach”, *International Journal of Wine Business Research*, Vol. 29 No. 1, pp. 20-  
39  
40 36.  
41  
42  
43 Duarte Alonso, A. and Bressan, A. (2015). Resilience in the context of Italian micro and  
44  
45 small wineries: an empirical study. *International Journal of Wine Business*  
46  
47 *Research*, 27(1), 40-60.  
48  
49  
50 European Commission (2003), What is an SME?  
51  
52 [http://ec.europa.eu/growth/smes/business-friendly-environment/sme-definition\\_en](http://ec.europa.eu/growth/smes/business-friendly-environment/sme-definition_en)  
53  
54 Eurostat (2017), Wine balance sheet – marketing year.  
55  
56 [http://ec.europa.eu/eurostat/web/products-datasets/-/apro\\_cpb\\_wine](http://ec.europa.eu/eurostat/web/products-datasets/-/apro_cpb_wine)  
57  
58  
59 Flint, D.J., Golicic, S.L. and Signori, P. (2011), Sustainability through resilience: the very  
60

- 1  
2  
3 essence of the wine industry, *Proceedings of the 6th International Conference of the*  
4  
5 *Academy of Wine Business Research*, Bordeaux, FR, 9-10 June 2011.  
6  
7  
8 Fusch, P.I. and Ness, L.R. (2015), "Are we there yet? Data saturation in qualitative research",  
9  
10 *The Qualitative Report*, Vol. 20 No. 9, pp. 1408-1416.  
11  
12  
13 Gil, A.J., Molina, J.A. and Ortega, R. (2016), "Determinants of training transfer in the wine  
14  
15 industry: conceptual hypotheses and results for Rioja (Spain)", *Journal of Wine*  
16  
17 *Research*, Vol. 27 No. 1, pp. 65-83.  
18  
19  
20 Golicic, S.L., Flint, D.J., and Signori, P. (2017), "Building business sustainability through  
21  
22 resilience in the wine industry", *International Journal of Wine Business*  
23  
24 *Research*, Vol. 29 No. 1, 74-97.  
25  
26  
27 Grant, R.M. (2016), *Contemporary strategy analysis* (9<sup>th</sup> ed.). Chichester, UK: John Wiley  
28  
29 and Sons Ltd.  
30  
31  
32 Guest, G., Bunce, A. and Johnson, L. (2006), "How many interviews are enough? An  
33  
34 experiment with data saturation and variability", *Field Methods*, Vol. 18 No. 1, pp.  
35  
36 59-82.  
37  
38  
39 Gunasekaran, A., Rai, B.K. and Griffin, M. (2011), "Resilience and competitiveness of small  
40  
41 and medium size enterprises: an empirical research", *International Journal of*  
42  
43 *Production Research*, Vol. 49 No. 18, pp. 5489-5509.  
44  
45  
46 Holling, C.S. (1973), "Resilience and stability of ecological systems", *Annual Review of*  
47  
48 *Ecology and Systematics*, Vol. 4 No. 1, pp. 1-23.  
49  
50  
51 Hsieh, H.F. and Shannon, S.E. (2005), "Three approaches to qualitative content analysis",  
52  
53 *Qualitative Health Research*, Vol. 15 No. 9, pp. 1277-1288.  
54  
55  
56 Hyde, K.F. (2000), "Recognising deductive processes in qualitative research", *Qualitative*  
57  
58 *Market Research: An International Journal*, Vol. 3 No. 2, pp. 82-90.  
59  
60  
61  
62  
63  
64  
65  
66  
67  
68  
69  
70  
71  
72  
73  
74  
75  
76  
77  
78  
79  
80  
81  
82  
83  
84  
85  
86  
87  
88  
89  
90  
91  
92  
93  
94  
95  
96  
97  
98  
99  
100

- 1  
2  
3 achieving resilience in manufacturing-based small companies”, *International Journal*  
4 *of Production Research*, Vol. 49 No. 18, pp. 5469-5487.
- 5  
6  
7  
8 Kara, A. and Kaynak, E. (1997), “Markets of a single customer: exploiting conceptual  
9  
10 developments in market segmentation”, *European Journal of Marketing*, Vol. 31 No.  
11  
12 11/12, pp. 873-895.
- 13  
14  
15 Lai, Y., Saridakis, G., Blackburn, R., & Johnstone, S. (2016), “Are the HR responses of small  
16  
17 firms different from large firms in times of recession?” *Journal of Business*  
18  
19 *Venturing*, Vol. 31 No. 1, pp. 113-131.
- 20  
21  
22 Li, H. and O’Connor, A. (2017), “The entrepreneurial influence on winery market  
23  
24 performance– a mediation perspective”, *International Journal of Wine Business*  
25  
26 *Research*, Vol. 29 No. 2, pp. 210-232.
- 27  
28  
29 Mallak, L.A. (1999), Toward a theory of organizational resilience. In *Management of*  
30  
31 *Engineering and Technology, 1999. PICMET ‘99. Portland International Conference*  
32  
33 *on Technology and Innovation Management*, Vol. 1: IEEE, pp. 223.
- 34  
35  
36 Marshall, M.N. (1996), “Sampling for qualitative research”, *Family Practice*, Vol. 13 No. 6,  
37  
38 pp. 522-526.
- 39  
40  
41 Matthews, A. (2017), “Brexit Impacts on Irish Agri-food Exports to the UK”, *EuroChoices*  
42  
43 Vol. 16 No. 2, pp. 26-32.
- 44  
45 Mtimet, N. and Albisu, L.M. (2006), “Spanish wine consumer behavior: A choice experiment  
46  
47 approach”, *Agribusiness*, Vol. 22 No. 3, pp. 343-362.
- 48  
49  
50 Nölke, A. (2017), “Brexit: Towards a new global phase or organized capitalism”,  
51  
52 *Competition and Change*, Vol. 21 No. 3, pp. 230-241.
- 53  
54  
55  
56  
57  
58  
59  
60 Norris, F.H., Stevens, S.P., Pfefferbaum, B., Wyche, K. and Pfefferbaum, R.L. (2008),

1  
2  
3 “Community resilience as a metaphor, theory, set of capacities, and strategy for  
4 disaster readiness”, *American Journal of Community Psychology*, Vol. 41 No. 1-2, pp.  
5  
6 127-150.  
7  
8

9  
10 OEMV (2016), Main trends in the world wine markets (Principales tendencias de los  
11 mercados mundiales de vino), available at:

12  
13 <http://www.agro-alimentarias.coop/ficheros/doc/05168.pdf>  
14

15  
16  
17 OIV (2017), State of the vitiviculture world market – April 2017, available at:

18  
19 <http://www.oiv.int/public/medias/5287/oiv-noteconjmars2017-en.pdf>  
20

21  
22 OIV (2016). State of the vitiviculture world market – April 2016, available at:

23  
24 <http://www.oiv.int/public/medias/5287/oiv-noteconjmars2017-en.pdf>  
25

26 Ooi, S.M. and Richardson, C. (2019), “The internationalisation of service-sector SMEs in an  
27 emerging market”, *Review of International Business and Strategy*, forthcoming.  
28

29  
30 O’Reilly, M., and Parker, N. (2013), ‘Unsatisfactory Saturation’: a critical exploration of the  
31 notion of saturated sample sizes in qualitative research”, *Qualitative Research*, Vol.  
32  
33 13 No. 2, pp. 190-197.  
34  
35

36  
37 Palinkas, L.A., Horwitz, S.M., Green, C.A., Wisdom, J.P., Duan, N. and Hoagwood, K.  
38 (2015), “Purposeful sampling for qualitative data collection and analysis in mixed  
39 method implementation research”, *Administration and Policy in Mental Health and*  
40  
41 *Mental Health Services Research*, Vol. 42 No. 5, pp. 533-544.  
42  
43  
44

45  
46 Parga-Dans, E. and González, P.A. (2017). ‘Marketing quality’ in the food sector: Towards  
47 a critical engagement with the ‘quality turn’ in wine. *Geoforum*, 85, 5-8.  
48

49  
50 Patton, M.Q. (2002). *Qualitative research and evaluation methods*. 3<sup>rd</sup> ed. Thousand Oaks,  
51  
52 CA, Sage Publications Inc.  
53

54  
55 Revell. B.J. (2017). Brexit and tariff rate quotas on EU imports: a complex problem.  
56  
57 *EuroChoices*, 16(2), 10-17.  
58  
59  
60

1  
2  
3 Saunders, M., Lewis, P. and Thornhill, A. (2016), *Research methods for business students*  
4  
5 (7<sup>th</sup> ed.). Harlow, UK: Pearson Education Ltd.  
6

7  
8 Sellers-Rubio, R., Alampi Sottini, V. and Menghini, S. (2016), "Productivity growth in the  
9  
10 winery sector: evidence from Italy and Spain", *International Journal of Wine*  
11  
12 *Business Research*, Vol. 28 No. 1, pp. 59-75.  
13

14  
15 Simpson, J. (2005), "Too little regulation/ The British Market for Sherry, 1840-90", *Business*  
16  
17 *History*, Vol. 47 No. 3, pp. 367-382.  
18

19  
20 Singh, H. P. and Kumar, S. (2017). Working capital requirements of manufacturing SMEs:  
21  
22 evidence from emerging economy. *Review of International Business and Strategy*,  
23  
24 Vol. 27 No. 3, pp. 369-385.  
25

26  
27 Spielmann, N. (2017), "Larger and better: Examining how winery size and foreign  
28  
29 investments interact with sustainability attitudes and practices", *International Journal*  
30  
31 *of Wine Business Research*, Vol. 29 No. 2, pp. 178-194.  
32

33  
34 Sweet, R. and Smith, D. (2017), "Will China build tomorrow's Britain? Examining the  
35  
36 impacts of Brexit and the skills crisis", *Construction Research and Innovation*, Vol. 8  
37  
38 No. 1, pp. 2-12.  
39

40  
41 Tongco, M.D.C. (2007), "Purposive sampling as a tool for informant selection", *Ethnobotany*  
42  
43 *Research and Applications*, Vol. 5, pp. 147-158.  
44

45  
46 The Guardian (2017), Chateau Brexit? Average price of bottle of wine reaches record high,  
47  
48 available at:

49  
50 [https://www.theguardian.com/business/2017/jun/01/chateau-brexit-average-price-of-](https://www.theguardian.com/business/2017/jun/01/chateau-brexit-average-price-of-bottle-of-wine-reaches-record-high)  
51  
52 [bottle-of-wine-reaches-record-high](https://www.theguardian.com/business/2017/jun/01/chateau-brexit-average-price-of-bottle-of-wine-reaches-record-high)  
53

54  
55 Thomas, D.R. (2006), "A general inductive approach for analyzing qualitative evaluation  
56  
57 data", *American Journal of Evaluation*, Vol. 27 No. 2, pp. 237-246.  
58

59  
60 Welsh, E. (2002), "Dealing with data: Using NVivo in the qualitative data analysis process",



1  
2  
3 *Forum: Qualitative Social Research*, Vol. 3 No. 2.

4  
5 Williams, T.A. and Shepherd, D.A. (2016), "Building resilience or providing sustenance:

6  
7 Different paths of emergent ventures in the aftermath of the Haiti earthquake",

8  
9  
10 *Academy of Management Journal*, Vol. 59 No. 6, pp. 2069-2102.

11  
12 Wine Institute (2017), World wine production by country, available at:

13  
14 <http://www.wineinstitute.org/resources/statistics>

15  
16 Yin, R.K. (1981), "The case study crisis: Some answers", *Administrative Science*

17  
18 *Quarterly*, Vol. 26 No. 1, pp. 58-65.

19  
20 Yin, R.K. (1999), "Enhancing the quality of case studies in health services research", *Health*

21  
22 *Services Research*, Vol. 34, No. 5 Part 2, pp. 1209-1224.

23  
24 Zambon, S., Marzo, G. and Scarpino, E. (2016), "Exploring intellectual capital management

25  
26 in SMEs: an in-depth Italian case study", *Journal of Intellectual Capital*, Vol. 17 No.

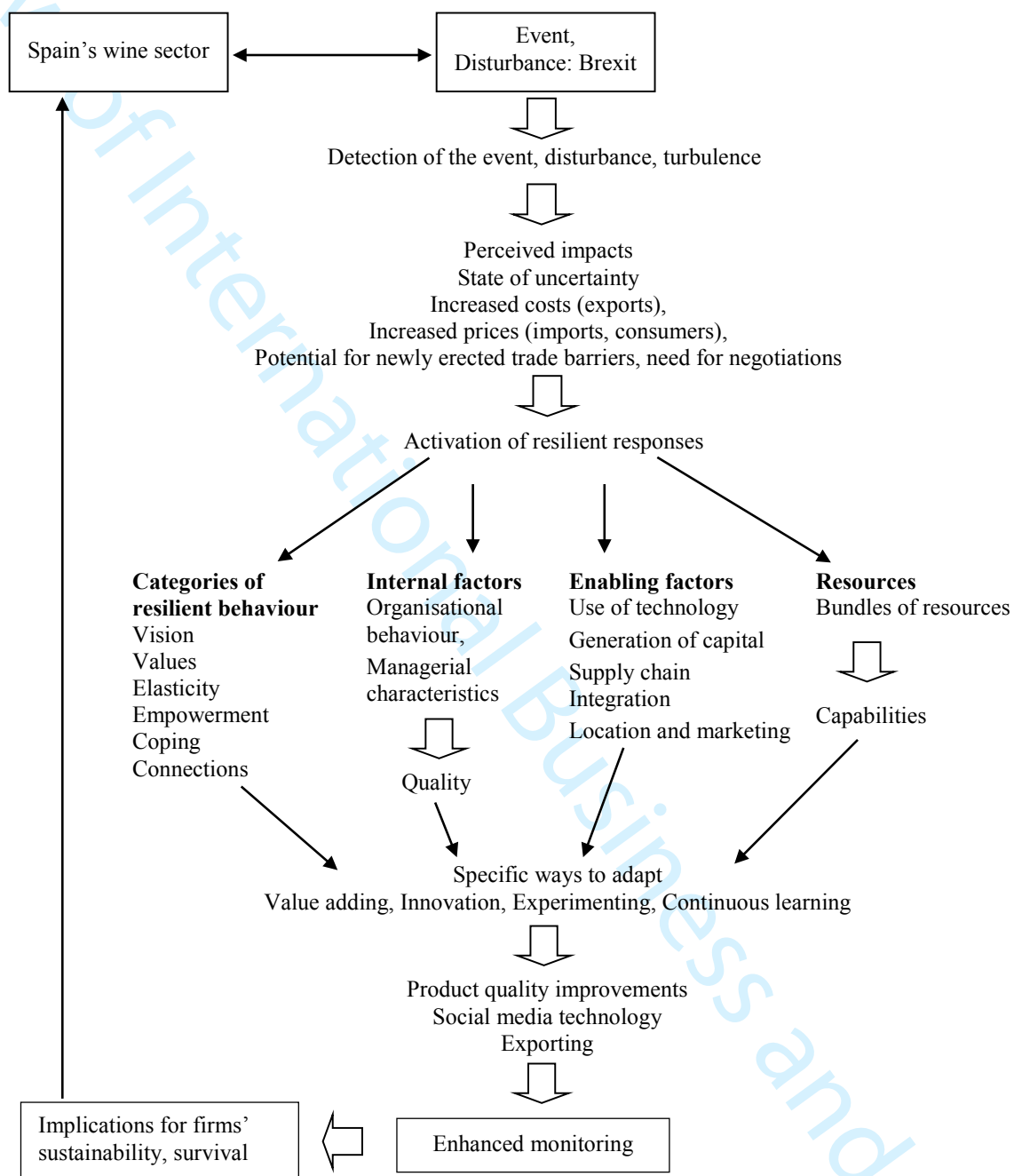
27  
28  
29  
30  
31 1, pp. 27-51.

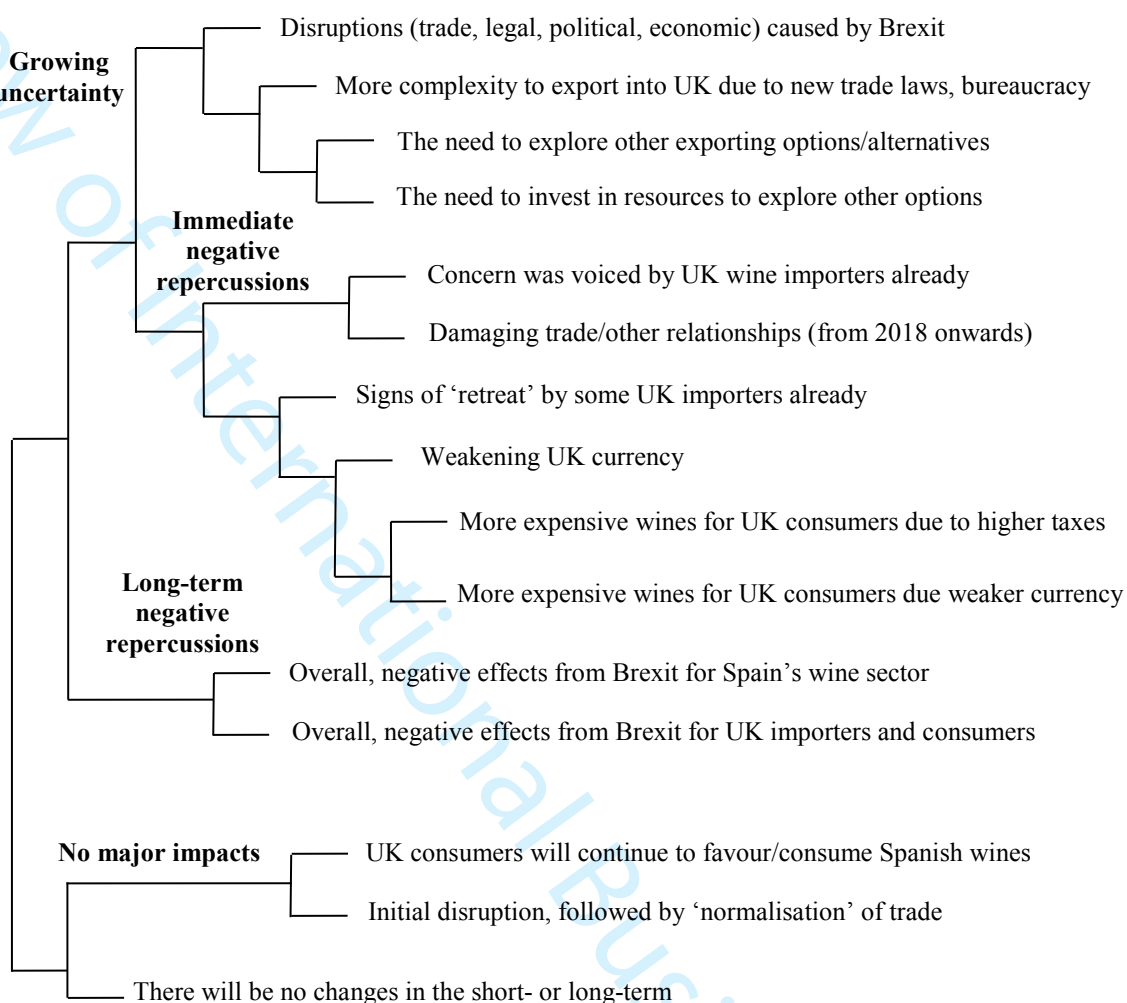
**Table 1:** Basic demographic characteristics of participants and their wineries

<b>Characteristics</b>		
<b>Role of the participant</b>	<b>n</b>	<b>%</b>
Manager/Export Manager	102	65.4
Owner	54	34.6
<b>Involved in exports</b>	<b>n</b>	<b>%</b>
Yes	147	94.2
No	9	5.8
<b>Number of employees</b>	<b>n</b>	<b>%</b>
No employees	0	0.0
Between 1-9	53	34.0
Between 10-49	90	57.7
Between 50-249	13	8.3
<b>Predominant locations and designations of origin (DO) of the participating wineries</b>	<b>n</b>	<b>%</b>
Albacete (Manchuela DO)	17	10.9
Galicia (Rias Baixas DO, Ribeiro DO)	17	10.9
Valladolid (Rueda DO)	16	10.3
Ciudad Real (Valdepeñas DO)	15	9.6
Catalonia (Penedès DO)	13	8.3
Navarra DO	13	8.3
Ribera del Duero DO	8	5.1
Alava (Txakoli de Álava)	7	4.5
Murcia (Jumilla DO, Yecla DO)	6	3.8
Valencia DO	5	3.2
Zaragoza (Calatayud DO)	5	3.2
Leon (Tierra de Leon DO)	5	3.2
Bierzo DO	4	2.6
Malaga DO	4	2.6
Rioja DO	4	2.6
Tenerife (Tacoronte-Acentejo DO)	4	2.6
<b>Respondents' gender</b>	<b>n</b>	<b>%</b>
Male	132	84.6
Female	24	15.4
<b>Open to the public</b>	<b>n</b>	<b>%</b>
Yes	134	85.9
No	22	14.1

**Figure 1:** Turbulence and resilience in the context of Spain’s wine sector

Sources: Anderson and Wittwer (2017), Burnard and Bhamra (2011), Duarte Alonso and Bressan (2015), Flint et al. (2011), Golicic et al. (2017), Grant (2016), Gunasekaran et al. (2011), Norris et al. (2008)



**Figure 2:** Perceived impacts of Brexit – Nodes clustered by word similarity

1  
2  
3  
4  
5  
6  
7  
8  
9  
10  
11  
12  
13  
14  
15  
16  
17  
18  
19  
20  
21  
22  
23  
24  
25  
26  
27  
28  
29  
30  
31  
32  
33  
34  
35  
36  
37  
38  
39  
40  
41  
42  
43  
44  
45  
46  
47  
48  
49  
50  
51  
52  
53  
54  
55  
56  
57  
58  
59  
60

**Figure 3:** Perceived ways to address the impacts of Brexit – Nodes clustered by word similarity

