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CRITICAL SUCCESS FACTORS WHEN EXPORTING “VINHO VERDE”

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Abstract

The wine industry has played a major role in Portugal's economy for some time, much of it due to wine exports. These are critical for firms and a path to be pursued in the process of internationalization, as it is proven to bring greater profitability and success, in this highly competitive sector. However, entering foreign markets can bring many challenges to a firm, and those should be evaluated and measured, in order to understand how to overcome them. The solution to these obstacles is the main focus of this research, where the critical success factors for wine exporting are assessed, by understanding what the wine consumers' preferences are when it comes to the purchase decision-making process. This was done for wine in general, Portuguese wine and Vinho Verde, in order to establish a comparison between them, and to conclude what are the success factors for the export of Vinho Verde.

Results show that improving the promotion of the region of Vinho Verde and the overall quality of the wines may be the key to higher export success in the wine industry.

Key-words: Wine Marketing, Internationalization, Export marketing strategy, Market-entry strategies, Portuguese wine, Vinho Verde, Global wine consumption, Wine purchasing, Wine export, Critical Success Factors

Resumo

A indústria do vinho tem tido um papel importante na economia de Portugal nos últimos anos, e em muito se deve à exportação, que é crucial para as empresas no processo de internacionalização e um caminho a ser seguido, já que está provado trazer grande lucro e sucesso, neste sector extremamente competitivo. Contudo, entrar em mercados estrangeiros pode trazer grandes dificuldades a uma empresa, que devem ser avaliadas e medidas, de forma a compreender como as ultrapassar. A solução para esses obstáculos é o principal foco desta pesquisa, onde os fatores críticos de sucesso para a exportação de vinho são avaliados, ao perceber quais são as preferências do consumidor de vinho no que toca ao processo de decisão de compra. Isto foi feito tanto para o vinho em geral, como para o vinho Português e o Vinho Verde, de maneira a estabelecer uma comparação entre eles, e concluir quais são os fatores de sucesso para a exportação de Vinho Verde. Os resultados evidenciam que a maior promoção da região do Vinho Verde e o melhoramento da qualidade dos vinhos pode ser essencial para obter maior sucesso na exportação na indústria do vinho.

Palavras-chave: Marketing de Vinhos, Internacionalização, Estratégia de marketing de exportação. Estratégia de entrada no mercado, Vinho Português, Vinho Verde, Consumo Global de Vinho, Exportação de Vinho, Fatores críticos de sucesso

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CHAPTER I

Introduction

1.1. Topic relevance and motivation behind this study

The increase of international wine trade is one of the characteristics of the exponential development of the world wine sector. Intense changes have been occurring as to the geography of production, consumption and export flows. In fact, during the 1990s, global wine trade suffered a major growth due to the wine consumption increase in Northern Europe and North America, compensating for the large decline in wine consumption in Mediterranean countries, such as Spain, France, Italy, and by the increase of exports from New World wine producers, like Argentina, Chile and Australia. Also, increasing demand for wine in Asian countries has boosted the wine international trade. Recently, these countries were only involved in importing wine, but some of them have shifted their focus on to the production, which has seen some growth in countries like China, India, and Brazil. (Banks & Overton, 2012).

In the past few years, small and medium-sized firm (SMEs) internationalization has been largely studied from different points of view, and theoretical models have been presented in order to describe firm's international involvement, regarding mainly exports. (Mejri, Unemoto, 2010) Currently, the process of globalization has meant that internationalization is not just an option that SMEs can choose to undertake, but a condition for survival and success. In a global domain, export activity plays a crucial task and is seen as the fastest and simplest path to access foreign markets (Majocchi et al., 2005).

Portuguese wine SMEs marketing strategy has been increasingly more focused on international markets, with Portuguese wine firms choosing to grow their exports, instead of their national sales. This trend is originated by the growing demand of Portuguese wines in foreign countries. (Ribeiro, 2016)

Taking into the account the growth of international trade, and the proven importance and necessity for firms to internationalize, in order to obtain success and more profitability, the author felt curiosity about exploring what are the success factors for wine exporting and the most relevant wine attributes.

Previous studies have focused on global perspectives of Portuguese wine. However, this research is focused exclusively on the critical success factors for Vinho Verde - the most international of the country's wine regions and the leading exporting region, in terms of quantity. (Alves, 2017)

By having a family wine business – *Anselmo Mendes Vinhos* – producing wine in the Vinho Verde region, the author decided to assess what are in fact the wine (wine in general, Portuguese wine and Vinho Verde wine) attributes that are the most and least relevant to the end-consumer purchase decision-making process and what are the critical success factors for wine exporting, so that he can conclude what is the best internationalization strategy for the Vinho Verde region, and specifically to *Anselmo Mendes Vinhos*.

1.2. Structure of the Thesis

This dissertation is divided in four chapters:

- **Chapter I: Introduction** – in this chapter, the motives and the importance of this study are discussed;
- **Chapter II: Literature Review** – this chapter consists on a theoretical support to the research, where two major topics are addressed (Internationalization and the Wine Industry Globally and in Portugal), and where the nine Research Hypothesis are formed;
- **Chapter III: Methodology** – in this chapter, the methodology adopted is described, in line with the goals of this study;
- **Chapter IV: Data Analysis Results** – here the results of the questionnaire conducted are presented and analyzed, and the Research Hypothesis are validated or not;
- **Chapter V: Conclusion of the Study** – finally, the last chapter points out the main conclusions and findings of this research, as well as the limitations and implications for future studies.

CHAPTER II

Literature Review

On this chapter, the Literature Review will be developed, serving as a theoretical support to this dissertation. Different authors' perspectives will be approached on two major topics: Internationalization and Wine Industry Globally and in Portugal.

1. Internationalization

Authors have attempted to define company internationalization for decades. Some see internationalization as "*a process in which firms increase their involvement in foreign markets*" (Johanson and Vahlne, 2009), while others see internationalization as "*the adaptation of firms' operations to international environments*" (Calof and Beamish 1995).

Internationalization in general, and exporting in particular is proven to enhance a firm's management capabilities and skills, leading to a better use of resources and a greater degree of flexibility, since diversified business risks are being held (Katsikeas and Skarmeas 2017). Furthermore, the operation of firms in overseas markets may lead to benefits deriving from international competition and also the increase of firms' involvement in foreign markets, hereby becoming a stronger player in its home market (Lages and Montgomery 2004)

An ever-increasing number of firms have internationalized due to stimulation by the intensification of worldwide competition and continued globalization of the world's economies. It is proven that the most popular way for firms to engage with international markets is by exporting, accounting today for more than 25% of world gross domestic product (Leonidou and Katsikeas 2010).

1.1. Exports and Innovation

Growth is vital to small and medium-sized enterprises (SMEs). A number of studies have documented the positive impact of innovation and exports on SMEs' rate of growth. However, these studies have explored the roles of exports and innovation in isolation, focusing on the effect of each of these activities as if it were independent from that of the other, while other studies suggest that the successful implementation of these two strategies rely on the simultaneous use of restricted organizational resources, such as liquidity and qualified personnel, and might represent alternative growth strategies, which should not be mutually pursued. (Golovko & Valentini, 2011)

Export sales are progressively seen as a way to obtain firm corporate growth. Yet, the question of which export strategy to choose, what product and segmentation strategy and choice of export markets, and so on, still bothers most of the exporting firms. The majority of firms looks to foreign markets because of increasing domestic market saturation, or limited domestic market opportunities. Exporting as a way to corporate growth is singularly appropriate for manufacturers of industrial goods, where international cultural differences are not probable to prevent foreign sales firms and for firms with products owning innovative advantages. (Cooper, Kleinschmidt, 1985) Taking part in export markets can enhance firms' learning and innovation performance. Exporting companies may actually have access to knowledge not accessible in their domestic market, and can then use this knowledge to produce more quality innovations (Alvarez & Robertson, 2004). Also, through innovation, firms can engage in new geographical markets with new and better products and also improve the quality of the domestically sold products (Iacovone & Javorcik, 2012).

In the pursuit for growth, SMEs struggle to find new customers and new markets and different strategies may be undertaken to achieve this end. Specifically, they can innovate, looking for new and better products and processes, or they can look for new geographical markets, deciding to internationalize. International expansion may be achieved through both export and foreign direct investments (FDI). Compared with FDI, exporting is a relatively easy way to enter foreign markets, since it involves lower levels of commitment and risk. When exporting, a firm doesn't have to make a commitment as considerable to a foreign market as it does when making a foreign investment. Moreover, a firm does not have to deal with the complexities of establishing a foreign subsidiary. Thus, exporting is the initial preferred way of internationalization for SMEs (Lu & Beamish, 2006).

Prior literature has underlined how indirect gains from the diversification of export revenues have had a positive impact on firms' growth, a direct effect on sales (Davis, Shaver, 2012) and a smoother expansion of new abilities encouraged by internationalization, which in turn intensifies organizations' capacity to pursue growth opportunities (Sapienza, Autio, George, & Zahra, 2006). Yet, the positive relationship between export and firm performance may also be endogenous. Several studies have shown that firms that decide to export show higher productivity growth than non-exporting firms (Clerides, Lach, & Tybout, 1998). However, higher productivity is a cause and not a result of firms' export conduct. Since entering in foreign markets can be quite costly for a firm, only the most productive firms can self-select into exports (Roberts & Tybout, 1997). As a consequence, exports may be correlated with superior performance, but this superior performance may be at the roots of exports, and not an outcome of internationalization.

Together with export, innovation is the other key engine of SMEs' growth. On-going innovation has progressively gained importance in attaining economic success, through fast technological change, short product life cycles, and global competition (Cho & Pucik, 2005). Hence, several studies have provided empirical evidence on the positive impact of innovation activities on SMEs' rate of growth. Yasuda (2005) finds that Research and Development outlay per employee has a remarkable positive outcome on a sample of Japanese SMEs' growth in terms of employees, and Robson and Bennett (2000), using data from the UK, find that innovation positively affects firm profitability and turnover growth. Innovation is proven to exercise a positive impact on growth in several ways, particularly innovation can create new product markets, as well as expand consumers' disposition to pay by adding or improving product characteristics (Cho & Pucik, 2005). Furthermore, innovative firms are also less sensitive to unfavorable macroeconomic shocks (Geroski, Machin, & Van Reenen, 1993).

Export markets are considered by firms as an essential channel to boost their sales, and this is increasingly true for both established and small enterprises (Shrader, Oviatt, & McDougall, 2000). Yet, the actual contribution to sales growth of entering export markets depends on the increase in the quantity sold in the foreign markets, as well as on the price charged in said markets. Additionally, investments in innovation for exports can bring about positive spillovers in the domestic market, too. Iacovone and Javorcik (2012) show that producers that export a particular product variety might be able to obtain a price premium for their domestic sales of the same variety, and this result is associated with an increase in investment activity when this new variety is introduced.

1.2. Export marketing strategies

Export marketing strategy implementation is mainly defined as "*the actions and resources deployed to realize intended export marketing strategy decisions in a firm's pursuit of desired export venture goals*" (Morgan, Katsikeas, Vorhies, 2011).

By looking at the general marketing literature, it is postulated that the functional implementation of planned marketing strategy is essential to connect marketing efforts with firm achievements (Morgan, Katsikeas, Vorhies, 2011). Implementing planned marketing strategy is broadly seen as a problematic managerial chore that consumes a considerable amount of time and effort and often ends in failure (Thorpe and Morgan 2007). These kinds of problems may be even greater for managers dealing with international markets. For instance, operating in export markets requires dealing with geographical distance along with discrepancies in terms of export market culture, business practices, channel structure, communications infrastructure, legal system, and so on (Sousa and Bradley 2006). This makes the task of detailed current market understanding and future market forecasting exceptionally hard. All of these factors propose that the successful execution of planned export marketing strategy is an even more demanding and risky chore for the managers involved (Morgan, Katsikeas, Vorhies, 2011).

1.3. Market-entry strategies

It is broadly accepted in international management research that the institutional context in which firms operate has a direct influence on market entry strategies and respective outcomes (Brouthers & Hennart, 2007). The institutional environment includes formal and informal forces, namely, regulative, cognitive and normative structures, which have an effect on human and organizational behavior (Meyer & Rowan, 1977). The formal restrictions consist of laws that are made by institutions of the economic, political, and legal system, guiding firms' behavior by monitoring and enforcement. Informal forces include values and norms that affect the behavior of stakeholders (such as employees, managers, and consumers in a specific country) (Meyer & Rowan, 1977). Closely embedded in those informal forces is the national culture. Cultural factors tend to affect the managerial costs and the way uncertainty is evaluated in foreign markets. Consequently, distinct environments present different levels of resources and institutions of varying effectiveness (Demirbag, Tatoglu, & Glaister, 2008). The transaction and production costs are consequently influenced by these institutions and therefore the profitability of firms engaged in economic activities. Foreign firms face inexperienced bureaucracies, a lack of reliable business information, underdeveloped legal systems, and widespread corruption. These institutional conditions affect two of the most important decisions that are associated with market entry, namely, entry mode choice and timing of market entry (Estrin & Prevezer, 2010).

2. Wine Industry Globally and in Portugal

2.1. Wine Production in Portugal

Wine producers in Portugal, as well as in other EU traditional producing countries (*Old World* wine producing countries), are now facing an extremely competitive environment in their domestic markets, as well as in the international market. While in Portugal and in other EU producing countries wine consumption seems to continue to show a declining trend, in emerging markets with increasing wine consumption (like those of the Canada, USA or Japan), EU producing countries face a huge competition from the New World wine producing countries, such as Chile, Argentina and Australia. Wine production has a significant importance to the Portuguese economy, since it represents a relevant share in the Agricultural Production, and contributes positively to external trade balance, generating employment and income in other important sectors of activity that depend mutually on each other - like the cork industry. Also, the influence of vines on landscape and the association of wine with local traditions and gastronomy are also crucial factors that shape the attractiveness of many rural territories, and most of the times wine business and tourism represent a big share of the income of the population who inhabit those areas. Wine production accounted on average for 15 % of total

Agricultural Production and 26% of Crop Production (INE, 2009). This share has actually been increasing over the last decades, as around the 1980s those shares were, respectively, 9% and 16%. Since Portugal's accession to the EC in 1986, the Portuguese wine sector has been undergoing profound changes, specifically the renewal of vineyards and the modernization of processes, and marketing and industrial facilities, with the following increase of quality in production, as well as of competition, with large availability of different brands and different types of wines, both in the domestic and international market. (Duarte, Madeira, Barreira, 2010)

2.2. Portuguese Wine Consumption and Trades

Concerning trade, wine is the Portuguese main agri-food export with 20.5 % in 2006 (MADRP - GPP, 2007). With an average production around 7 million hl (average 2003 to 2007), exports represent almost 40 % of this production. The Portuguese wine market is now relatively open to imports, which represented around 1.4 million hl, on average, in the same period.

With an average of 4.8 million hl, domestic wine consumption is still the main destination of the Portuguese wine production, a common feature of all EU main producing countries. Wine consumption has been decreasing over the last few years (Duarte, Madeira, Barreira, 2010), reflecting deep changes on the role of wine in society that from a regular drink fitting everyday meals, has become a more occasional drink, associated with pleasure and leisure activities. This deep change is revealed by the evolution of per capita consumption, from around 100L in the beginning of the 1970s, to less than 50L, on average, nowadays.

2.3. Global Wine Consumption Trends

Wine consumption has been decreasing in traditional wine producing countries, overall. This trend has been observed in main EU producing countries like Italy, France and Spain (Smith and Miltry, 2007). Many different factors may be on the root of the explanation of this trend, such as changes on the overall population lifestyle, growing consumer's health concerns, legal constraints related to alcohol consumption, as well as aggressive marketing strategies from beer and non-alcoholic drinks' industries, based on innovation and development of new products. In this thoroughly competitive environment it is important for wine producers to evaluate how Portuguese wine consumers make their purchase decision today, what the relevant attributes for expected quality perception are, and what kind of consumer segments can be identified in order to reinforce their market strategy. Of singular interest is to identify how young adults (those with less than 35 years of age) perceive wine extrinsic and intrinsic attributes, and how their attitudes towards wine consumption differ from elder consumers. These younger consumers (specifically the *Millennial* generation) are at present mainly targeted by non-alcoholic and low-alcoholic (beer/cider) drinks' industries, but they may be a promising target also for the wine industry. There is still a considerable lack of knowledge in Portugal, concerning wine consumers' attitudes, perceptions, priorities and behavior.

The relationship between age and wine consumption can be rather complex, as different behaviors can be identified. In the US, the perceptions and attitudes of *Millennials* (those born between 1977 and 2000) regarding wine, have been analyzed by Olsen, Thach and Nowak (2007) as this age group is considered to be very promising according to its size, buying power and general lifestyle. Results show the need to associate wine with fun, social and relaxing environments, requiring a more innovative approach as to the packaging and labels, and a concern to the environment. Nevertheless, an improved knowledge on taste profiling should be considered to better target this segment of wine drinkers.

Later, also the same study of Olsen, Thach and Nowak (2007), analyzing core US wine drinkers, supports the premise that between age cohorts there are difference in what concerns motives, consumption practices and wine socialization. As to the reasons why they started to consume wine, the *Millennials* tend to be influenced more by family and friends and less by taste of the wine, compared with beer and mixed drinks, than other age groups. For this group, wine seems more associated with sophistication and less with health.

2.4. Critical Success Factors for Wine Purchasing

Over 75 articles concerning wine choice behavior were reviewed by Lockshin and Corsi (2012), and they noticed that most investigations examined consumer ratings of the following items: taste, type, alcohol content, age (of wine), color, price, brand, label/package, usability for purpose, and region of origin. In particular, price, region of origin and brand seem to be the most influential attributes which are considered in literature.

The wine business in particular is characterized by information asymmetry, where producers and consumers have different sets of information as to the quality of the product. The producers pursue objective quality, related to wine production and sensory characteristics (such as aroma and taste complexity), while the consumers commonly make deductions about quality from extrinsic cues, which can be judged independently from tasting, and, only within certain limits and given the accumulated experience and involvement, from sensory evaluation at the first consumption (Lockshin and Rhodus, 1993). This makes label information, aesthetic characteristics, brand name and other aspects of the bottle very important when choosing wine (Sáenz-Navajas et al., 2013). Ultimately, lifestyle, culture and traditions have influence on the consumption and purchasing behavior across countries and, therefore, the relevance that purchasers give to the various wine attributes (Goodman, 2009).

Studies on how consumers purchase wine in stores and specifically what affects their purchasing are the broadest areas reviewed here. In the earlier (Lockshin and Corsi, 2012) there were several studies focusing on the concept of wine involvement and its impact on how consumers purchase wines. Since 2004, only two papers specifically measured and used wine involvement as the key element in their analysis of wine purchasing behavior (Hollebeek, et.al. 2007).

Involvement is described as "*a person's perceived relevance of the (consumption) object based in inherent needs, values and interests*' (Zaichkowsky, 1985, 643-653). An alternative definition has been perceived recently as "*a motivational and goal directed emotional state that determines the personal relevance of a purchase decision to a buyer"* (Brennan; Mavondo, 2000, 132)

Another paper (Casini et. Al., Corsi, Goodman, 2009) found differences between high and low involvement consumers. Region was more important for high involvement consumers and price more important for low involvement consumers.
Lockshin et. Al. (2012) used simulated choices to measure the importance of price, region, brand, and awards. Low involvement consumers more commonly used price and awards to make their decision compared to high involvement consumers, who used region and also combined attributes in more complex decision-making process.

RH1: Price and awards are more important for low involvement consumers
RH2: Region is more important for high involvement consumers

The Casini, Corsi and Goodman (2009) paper looked at choice attributes for buying wine using Best Worst Scaling in Italy. The most important attributes for buying wine were personal recommendations, and the taste of the wine. The authors also found some differences in respondents' preferences based on age, involvement level, and the geographical part of Italy they were from.

RH3: Personal recommendations and taste of the wine are the most important attributes for buying wine

Two other papers used simulated purchasing experiments (discrete choice analysis) to measure the impact of different aspects of wine on purchasing behavior. Mueller et al. (2010) found that lower price influenced positively wine purchasing.

RH4: Lower price influences positively wine purchasing

Barber (2012) looked at the influence of environmentally friendly wines on the attitude towards purchasing. He found out there is a small segment of environmentally knowledgeable consumers willing to purchase wines with such a designation.

RH5: Environmental friendliness affects positively wine purchase

Some recent contributions have examined the relevance of various wine attributes for consumer preferences with reference to the Italian market (Casini et. al., 2009). Results show that the wine label is a crucial factor for wine purchasing since it establishes the identity of the product and gives cues to purchasers about what they should expect to find inside the bottle. Furthermore, that all the packaging cues play a relevant role for consumers' decisions since they convey the image of wine which is strictly related to price and reputation.

RH6: Wine label is a crucial factor for wine purchasing

Charters and Pettigrew (2007) remark that high involvement consumers are more likely to perceive aesthetic characteristics as part of quality. This is also enforced by the motivation for consumption, the image and status that they wish to project to others. Of course, these findings depend heavily on the oenological traditions and on the culture of the country where the study is performed.

RH7: Aesthetic characteristics are more likely to be perceived as part of quality by high involvement consumers

Corduas, Cinquanta, Ievoli (2013) studied the importance of wine attributes for purchase decisions in Italy. They concluded that traditional signals such as the bottle shape and brand name are of little importance for consumers in the purchase decision. This consideration is further related to the known problem of brand recognition in a market where costumers are overwhelmed by too many choices and where the fragmentation of the wine industry complicates the branding and sales process.

RH8: Bottle shape and brand name are of little importance for the purchase decision

Finally, the study has shown that accumulated competence is a key variable which segments consumers and that modifies the perception and the judgments concerning the various wine attributes. The results confirm that consumers having a good level of knowledge about wine tend to look for sensory characteristics - aroma, taste, wine complexity - which assume a dominant role in their purchase decisions.

RH9: High involvement consumers look for sensory characteristics such as aroma, taste and wine complexity

Note: For the purpose of this research, four groups were formed to distinguish the several wine attributes.

Sensory Characteristics – *Wine Complexity, Taste, Aroma, Drink's Pleasantness, Food-Pairing, Quality-price ratio;*
Aesthetic Characteristics – *Bottle Shape, Label Aspect;*
Objective Characteristics – *Price, Grape Variety, Region, Protected Geographical Status, Producer, Alcoholic Degrees, Wine Features described by the label information, Brand Name, Company History, Environmental Friendliness, E-commerce option, Color;*
Extrinsic Characteristics – *Awards, Personal Recommendation, Advertising, Company's Reputation.*

2.5. Exports and market-entry determinants for the wine industry

Many authors have studied the hypothesis that organizational experience is key to export performance. Majocchi et al. (2005) report to have found that the firm age is an indicator of its organizational experience, and that in Italy, the older firms are, the higher intensity of export they have.
Innovation can produce competitive advantages in firms, since it leads to greater efficiency of processes, as well as to higher customer value, created by the development of differentiating characteristics in products (Rodriguez and Rodriguez, 2005). Studies have shown that innovation tends to appear when a firm enters in international markets, due to higher competition (Cavusgil and Zou, 1994). Innovation increases firms' competitiveness on both domestic and international markets, the degree of international sales and the diversity of global markets in which the firm operates (Im and Workman 2004). Also, the more innovative the firms are, the more likely they will have success in exports, in comparison to the average firms (Hirsch and Bijaoui 1985).

The expansion of involvement in foreign markets demands an enlargement of the firms' human resources taking part in controlling international tasks, which consequently leads to an increment of employees with the required skills to manage the firms' international development. As a matter of fact, recent studies point out that, in general terms, the failure in export expansion might be due to a deficiency in human resources qualification (Pinho and Martins, 2010). Also, employees' degree of education might be crucial when it comes to obtaining competitive success in the international business (Contractor and Mudambi, 2008). Nevertheless, higher degree of education is linked to greater technical skills, which is proven to lead to higher levels of assertiveness when it comes to decision-making processes related to international growth (Wieserma and Bantel, 1992; Tihanyi et al., 2000).

Previous literature points out the effect of firm size in export performance. From a resource perspective, greater firm size leads to not only a more extended availability of managerial resources, which is linked to lower risk when it comes to exporting, as well a higher exporting intensity (Wagner, 2007).

Advertising is also an investment that can enhance the firms' competitiveness. With the current globalization of the international markets, is it proven that firms that invest in advertising will most probably generate a higher number of sales in international markets comparing to those that do not (Kotabe et al., 2003).

CHAPTER III

Methodology

This dissertation aims primarily to assess what are the critical success factors that take part on the wine purchase decision process, and their relative importance for the wine end-consumer. Furthermore, the author attempts to segment the wine consumer based on his involvement, by determining his consumption and overall interest on wine in general, Portuguese wine and Vinho Verde wine, in order to find the relationship between consumer involvement and the respective priorities as to the critical success factors in wine purchasing.

Following the initial phase of the Literature Review, where firm Internationalization was contextualized with the wine sector, the following topics were developed.

3.1. Type of methodology

As to the methodology used in the investigation process, it was used a quantitative approach, since the data was gathered through an online questionnaire. This quantitative approach was used to test an amount of research hypothesis and to infer some conclusions by the analysis of the sample – which was of 40 respondents.

The questionnaire consists on a standard information gathering, with a sequential order of questions and can be applied to all the respondents in the same way (see Annex A – questionnaire). In this way, it is possible to compare the answers between the respondents and also to validate the research hypothesis of the conceptual model. The questionnaire is formed by unique choice questions, as well as questions of "open-answer".

The questionnaire is divided in three sections, with a total of 36 questions. The three sections are respectively:

- **Section 1 - Demographic characterization:** age, country of residence/work, gender, education level, job area in the wine business
- **Section 2 – Consumer Involvement:** here it is asked to the respondent to characterize the average consumption of wine by the typical end-consumer of their respective country and their overall interest in wine. This section is divided in three

sub-sections, where both of the previous questions are asked for wine in general, Portuguese wine and Vinho Verde wine.

- **Section 3 – Critical Success Factors for wine purchase:** here the respondents are asked to evaluate on a Likert-type scale the wine attributes (e.g. sensory attributes such as aroma; aesthetic attributes such as bottle shape)

The elaboration of the questionnaire had the aim to assess all the topics of the investigation and to formulate clear and concise answers, to facilitate the following data analysis and interpretation.

3.2. Sample and pre-test results

The target audience of this questionnaire were people who work on the wine business in foreign countries – no respondents from Portugal – and to do so, the questionnaire was sent to wine (and other beverages) importing companies who work with *Anselmo Mendes Vinhos.* The goal was that the respondents reflected the preferences and priorities of the usual wine end-consumer of their respective countries – for example, a respondent who works as a wine distributor in Sweden might personally value region of origin and company reputation upon his personal decision of buying wine, but the typical Swedish end-consumer values price and bottle design the most. The respondents were carefully warned with these instructions, since the main goal of the questionnaire was to assess the priorities of the typical end-consumer of each country *Anselmo Mendes Vinhos* exports to, in order to conclude what is the best Internationalization strategy to perform better at each country.

The questionnaire was sent by email to each of the wine distributors of *Anselmo Mendes Vinhos* around the world, and additionally to wine journalists and wine *connoisseurs*.

A pre-test was done previously to the official release of the questionnaire, and it was sent to a restrict number of respondents, having obtained about 20 answers. The goal of the pre-test was to assess if the questions were clear, objective and relevant to the investigation. This exercise was important, since it led to correcting some questions and making the survey a lot more comprehensible and doubtless.

3.3. Data Collection

As to the data collection, the questionnaire was available from July to September of 2018, and it was sent through email by the author. To fill out the questionnaire, the respondents had to have access to the hyperlink, which was sent in the email.

The online survey was done through *Google Forms,* since this platform allows the creation of an intuitive and creative questionnaire, and further data analysis. The data downloaded from *Google Forms* was then exported to SPSS.

3.4. Data Analysis

Descriptive statistics was used to characterize the sample, the wine consumption and interest, and the wine attributes. Hypothesis tests were used to compare the critical success factors as to the consumer involvement, and multiple linear regression model to know what are the determinants of interest in buying Vinho Verde wine versus Portuguese wine, Vinho Verde wine versus Wine in general and Portuguese wine versus wine in general. The dependent variables were the proportion of interest of Portuguese wine as to wine in general, the proportion of interest of Vinho Verde as to Portuguese wine and wine in general. In these three linear regression models, the independent variables were the critical success factors for wine purchasing.

CHAPTER IV

Data Analysis Results

4.1. Socio-demographics

The results from the conducted survey show us that the majority of the respondents are male (62,5%) and between the age of 26 and 55 years (95%), and possess University studies (92,5%). In addition, the majority of them work on the wine business (95%), on the distribution or Marketing & Sales area (both areas account for 70%). The respondents were also predominantly from Sweden (15%), Thailand (15%), Spain (12,5%), and also from Ireland, Japan and Romania (each 10%). Table I presents the socio-demographic characteristics of the respondents.

Table 1: Socio-demographics of the sample

	N	%
Age		
18-25	1	2.5
26-40	19	47.5
41-55	19	47.5
56-70	1	2.5
Country		
Belgium	2	5.0
Brazil	2	5.0
Czech Republic	1	2.5
Denmark	1	2.5
Spain	5	12.5
Ireland	4	10.0
Japan	4	10.0
Romania	4	10.0
Russia	2	5.0
Sweden	6	15.0
Thailand	6	15.0
USA	1	2.5
UK	1	2.5
Estonia	1	2.5
Gender		
Female	15	37.5
Male	25	62.5
Education Level		
High School	3	7.5
Bachelor Degree	19	47.5
Masters/Post-graduate/PhD	18	45.0
Wine Business		
No	2	5.0
Yes	38	95.0
Area		

Distribution	16	40.0
Marketing & Sales	12	30.0
Wine Connosseur	6	15.0
Other	6	15.0

4.2. Wine consumption habits and overall interest

As to the wine consumption habits of the end-consumer, the results show that 15% of the respondents said the end-consumer buys 12 bottles/month and 12,5% said they buy 4 bottles/month. (see Table 2)

Table 2: Distribution of "How often does the usual end-consumer buy wine in general?"

	Frequency	Percent	Cumulative Percent
0	1	2,5	2,5
,1	1	2,5	5,0
,3	3	7,5	12,5
1	4	10,0	22,5
2	1	2,5	25,0
3	2	5,0	30,0
4	5	12,5	42,5
5	3	7,5	50,0
6	4	10,0	60,0
7	1	2,5	62,5
8	1	2,5	65,0
10	2	5,0	70,0
12	6	15,0	85,0
15	1	2,5	87,5
18	1	2,5	90,0
20	1	2,5	92,5
24	1	2,5	95,0
1500	1	2,5	97,5
3000	1	2,5	100,0
Total	40	100,0	

Regarding the Portuguese wine consumption, results also show that a great majority of the respondents (32,5%) consider that the end-consumer buys 1 bottle/month of Portuguese wine or even 0 bottles/month (17,5%). (see Table 3)

Table 3: Distribution of "How often does the usual end-consumer buy Portuguese wine?"

	Frequency	Percent	Cumulative Percent
0	7	17,5	17,5
,001	1	2,5	20,0
,010	3	7,5	27,5
,100	1	2,5	30,0
1	13	32,5	62,5
2	3	7,5	70,0

3	4	10,0	80,0
6	2	5,0	85,0
8	1	2,5	87,5
12	3	7,5	95,0
100	1	2,5	97,5
1500	1	2,5	100,0
Total	40	100,0	

Regarding the Vinho Verde, a great share of the respondents (40%) said the end-consumer buys 1 bottle/month, and 22,5% said they buy 0 bottles/month. (see Table 4)

Table 4: Distribution of "How often does the usual end-consumer buy Vinho Verde?"

	Frequency	Percent	Cumulative Percent
0	9	22,5	22,5
,001	2	5,0	27,5
,005	1	2,5	30,0
,010	1	2,5	32,5
,050	1	2,5	35,0
1	16	40,0	77,5
2	3	7,5	82,5
3	4	10,0	92,5
6	1	2,5	95,0
50	1	2,5	97,5
1200	1	2,5	100,0
Total	40	100,0	

Table 5 presents a summary of the distribution of the overall interest in wine. Results show that the end-consumer presents the highest overall interest in wine in general (mean = 3.32; sd = 0.971). As to the Portuguese wine (mean = 2.85; sd = 1.231) and Vinho Verde wine (mean = 2.75; sd = 1.276), the interest is low. (see Table 5)

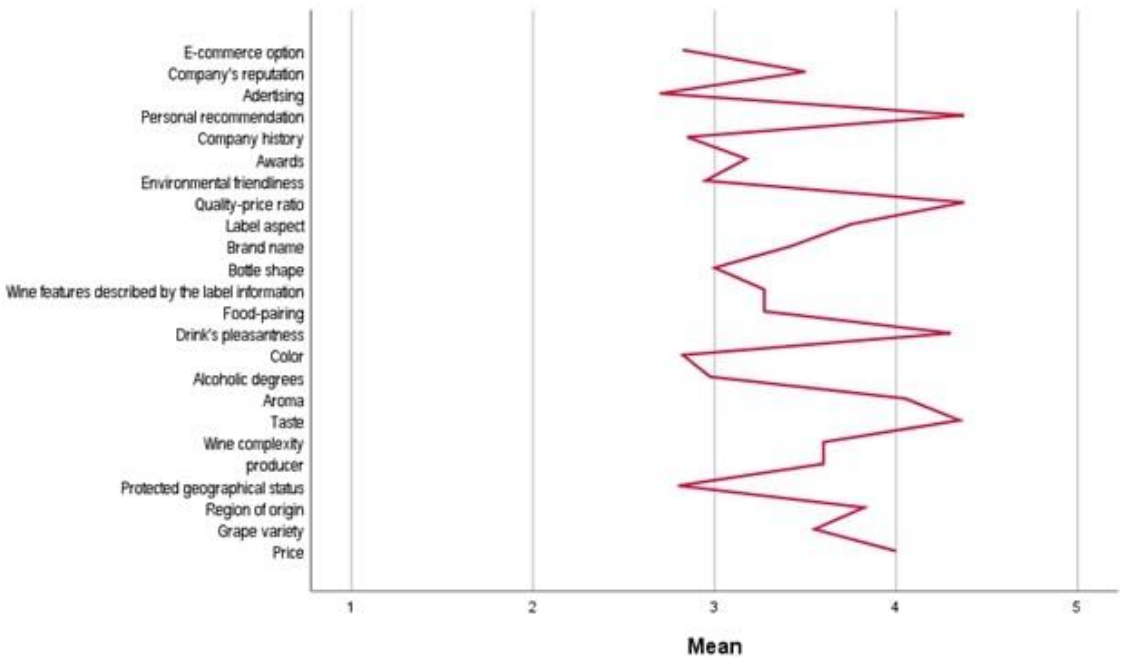
Table 5: End-consumer overall interest on wine in general/Portuguese wine/Vinho Verde wine

	N	Minimum	Maximum	Mean	Std. Deviation
End-consumer overall interest on wine in general?	40	1	5	3,32	,971
End-consumer overall interest on Portuguese wine?	40	1	5	2,85	1,231
End-consumer overall interest on Vinho Verde wine?	40	1	5	2,75	1,276
Valid N (listwise)	40				

4.3. Importance of the wine attributes to the purchase decision-making process

Graph 1 shows the mean profile of the importance of the wine attributes to the purchase decision process. By looking at the Graph 1 and Table I in Annex B, specifically the mean values, we can infer what are the most relevant attributes when it comes to wine purchasing: *Quality-price ratio* (mean = 4,38; sd = 0,774), *Personal Recommendation* (mean = 4,38; sd = 0,838), *Taste* (mean = 4,35; sd = 0,700), *Drink's pleasantness* (mean = 4,30; sd = 0,791), *Aroma* (mean = 4,05; sd = 0,846) and *Price* (mean = 4,00; sd = 0,847). Also, the least relevant attributes are: *Advertising* (mean = 2,70; sd = 1,181), *Protected Geographical Status* (mean = 2,80; sd = 1,137), *Color* (mean = 2,83; sd = 1,196), *E-commerce option* (mean = 2,83; sd = 1,083), *Company History* (mean = 2,85; sd = 1,099), *Environmental friendliness* (mean = 2,95; sd = 1,085) and *Alcoholic degrees* (mean = 2,98; sd = 0,947).

Graph 1: Importance of wine attributes to the purchasing decision



According to these results, *RH3: "Personal recommendations and taste of the wine are the most important attributes for buying wine"* is verified, since both *"Personal recommendation"* and *"Taste"* of the wine are among the most important attributes for wine purchasing (means are respectively 4,38 and 4,35, which are among the highest mean value of all factors). Also, *RH4: "Lower price influence positively wine purchasing"* is verified, since the mean for the "*Price"* is one the highest (4,00) - assuming that the consumer prefers a low price. *RH5: "Environmental friendliness affects positively wine purchase"* is not verified, since the results show that *"Environmental friendliness"* is not one of the most important attributes to the consumer as to wine purchasing (mean = 2,95, which is less than 3), as well as *RH6: "Wine label is a crucial factor for wine purchasing"*, since *"Label"* is not one of the most relevant attributes for wine purchasing (mean = 3,75, which is lower than 4 – attributes with means from 3 to 5 are considered of relevant importance, and lower than 3 of little importance). Finally, *RH8: "Bottle shape and brand name are of little importance for the purchase decision"*, is also not verified since both *"Bottle shape"* and *"Brand name"* present means of respectively 3,00 and 3,43, which are not less than 2 (only factors where means are lower than 3 are considered to be of little importance).

Regarding the importance given to these wine attributes by low and high involvement end-consumers, we applied independent t-test to know if there are differences. Table II and III in Annex B present the results of this test.

According to these results, *RH1: "Price and awards are more important for low involvement consumers"* is not verified, since there are no differences between high and low involvement consumers in what concerns the factors *"Price"* and *"Awards"* ($p>0,05$). *RH2: "Region is more important for high involvement consumers"* is not verified since $p>0,05$ – *"Color"* and *"E-commerce option"* are the only factors that are more important for high involvement consumers ($p<0,05$, being, on average, 3,03 and 3,00 vs 1,86 and 2,00 – see Table III, Annex B). Consequently, *RH7: "Aesthetic characteristics are more likely to be perceived as part of quality by high involvement consumers"* is not verified, since $p>0,05$ for both the considered aesthetics characteristics – *"Bottle Shape"* (sig = 0,099) and *"Label Aspect"* (sig = 0,919) and *RH9: "High involvement consumers look for sensory characteristics such as aroma, taste and wine* *complexity"*, where p> 0,05 for *"Aroma"* (sig = 0,866), *"Taste"* (sig = 0,363) and *"Wine complexity"* (sig = 0,486).

4.4. Determinants of purchase

4.4.1. Vinho Verde vs Portuguese Wine

Table 6 presents a summary of the linear multiple regression, using the stepwise method.

Table 6: Linear Regression Model "Vinho Verde vs Portuguese wine"

Model	B	Std. Error	Beta	TOL	VIF
	Unstandardized Coefficients		Std Coefficients		
Constant	1,100	,280			
Region of origin	-1,222	,056	-,330	,912	1,096
Advertising	,157	,052	,489	,801	1,248
Company's reputation	-,109	,051	-,353	,790	1,266

R^2 = **,427**

Y (dependent variable) = interest in Vinho Verde vs Portuguese wine

According to the results, the variables *"Region of origin"*, *"Advertising"* and *"Company's reputation"* influence the interest of Vinho Verde vs the purchase of Portuguese Wine. The *"Advertising"* variable influences positively the interest percentage of Vinho Verde when compared to Portuguese wine, and *"Region of origin"* and *"Company's reputation"* influences negatively. Thus, the interest in Vinho Verde to the end-consumer as to the Portuguese wine can increase if the Vinho Verde exporting companies reinforce their advertising campaigns.

4.4.2. Vinho Verde vs Wine in general

Table 7 presents a summary of the linear multiple regression, using the stepwise method.

Table 7: Linear Regression Model "Vinho Verde vs Wine in general"

Model	B	Std. Error	Beta	TOL	VIF
	Unstandardized Coefficients		Std Coefficients		
Constant	,156	,127			
Wine complexity	,132	,029	,590	,917	1,090
Grape variety	-,124	,029	-,562	,917	1,090

R^2 = **,473**

Y (dependent variable) = interest in Vinho Verde vs Wine in general

In what concerns the determinants of Vinho Verde vs Wine in General, according to the results, the variables *"Wine complexity"* and *"Grape variety"* influence the interest of Vinho Verde vs Wine in general. The *"Wine complexity"* variable influences positively the interest percentage of Vinho Verde when compared to Wine in general, and *"Grape variety"* influences negatively. The wine complexity is an aspect that could benefit Vinho Verde exporters when competing with the wine in general.

4.4.3. Portuguese wine vs Wine in general

Table 8 presents a summary of the linear multiple regression, using the stepwise method.

Table 8: Linear Regression Model "Portuguese wine vs Wine in general"

	Unstandardized Coefficients		Std Coefficients		
Model	B	Std. Error	Beta	TOL	VIF
Constant	,083	,186			
Wine complexity	,200	,043	,632	,917	1,090
Grape variety	-,138	,042	-,444	,917	1,090

R^2 = **,435**

Y (dependent variable) = interest in Portuguese wine vs Wine in general

According to the results of table 8, the variables *"Wine complexity"* and *"Grape variety"* influence the purchase of Portuguese wine vs Wine in general. The *"Wine complexity"* variable influences positively the purchase percentage of Portuguese wine when compared to Wine in general, and *"Grape variety"* influences negatively. The results are similar to those obtained from the last regression model.

CHAPTER V

Conclusion of the study

5.1. Conclusion

From previous studies, we conclude that firm’s internationalization is proven to lead to greater success and profitability, and that exports are the most common path chosen. A successful performance in foreign markets enhances the firm’s success on their domestic market, and brings competitive advantages, since it is linked with product development and innovation. However, export marketing strategy implementation can present many organizational efforts and challenges, such as geographical distance, cultural differences and financial risks, to which a firm should have a solution, in order to prevent failure in foreign markets.

Also, we can conclude that the Portuguese wine industry plays a huge role in its domestic economy, and a lot due to the exports, since it is the main agri-food exporting product. The international wine trade has been growing which represents an opportunity for firms who want to expand their businesses and conquer foreign markets, but also there are threats that need to be taken into account, such as the increasing dominance of the market by the so-called “New world” wine producing countries (such as Australia, USA and China), to which Portuguese wines need to improve competitive advantages in order to “keep in the game”.

From the research conducted, conclusions are that the most relevant attributes for wine in general to the end-consumer are Quality-price ratio, Personal Recommendation, Taste, Drink’s pleasantness, Aroma and Price. Wine firms should focus their strategy primarily on improving the product quality and obtaining the optimal taste and aroma that satisfies the consumer; also, the price of the wines should be in concordance with the perceived quality, to establish a good ratio; and wine firms should manage to get their products into influencing consumers, and make them passionate about the products, in order for them to start recommending your wine to the people that surround them, thus creating a network (“word-of-mouth").

Results also show us that Advertising influences positively the interest percentage in Vinho Verde comparing to Portuguese wine. Thus, the interest in Vinho Verde to the end-consumer as to the Portuguese wine can increase if the Vinho Verde exporting companies reinforce their advertising campaigns, focusing on the region and its differentiating factors. Also, Wine complexity influences positively the interest percentage in both Vinho Verde and Portuguese wine when comparing to wine in general. The wine complexity is an aspect that could benefit Vinho Verde and Portuguese wine exporters when competing with the wine in general, and should be the main focus of wine firms – increase quality and complexity of the wine, in order to stand out from the rest of the wines.

5.2. Limitations

This research has some limitations that should be pointed out. Essentially, the research sample is quite small (only 40 respondents), which is due to the fact that the target audience of the questionnaire were people who work on the wine business in foreign countries, and by not having as many contacts of people working in the wine business abroad as I have in Portugal, it became very complicated to obtain a larger number of respondents. Also, the ideal scenario for this research would be that the target audience were the actual wine end-consumers of foreign markets, and by not having access to them, I opted by targeting wine importing companies mainly, and ask them to reflect the preferences of the typical wine end-consumer of their country in the answers. Finally, to evaluate involvement, the respondents were asked to describe the end-consumer consumption (bottles/month), and the values ranged from 0 to 3000, as to the wine in general, for example, which shows that each respondent interpreted the question differently.

5.3. Implications for future researches

The research limitations previously pointed out show us some points that can be improved in future researches. First recommendation is to broaden up the sample of the research, in order to get more accurate results. Second recommendation would be to select a target audience of respondents to the questionnaire that are the actual wine end-consumers of the foreign countries – for example, manage to join some “Wine Lovers” Facebook groups (where people exchange experiences and wines they tasted) in different countries and get the group members to respond, or present the questionnaire at a Portuguese wine fair where wine consumers from all over the world are present – which will also lead to more accurate results. The third, and last, recommendation is to evaluate the factor "involvement" in a deeper way, and not so superficially as it was done in this research.

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Annexes

Annex A - Questionnaire

Critical Success Factors for Wine Purchasing

The aim of this survey is to evaluate the relative importance each wine characteristic has in the purchasing decision process to the wine consumer. Since the target of this survey are people who work on the wine business in different countries, it is asked to the respondents that their answers reflect the general preferences of the usual end-consumer in their country, and not their own personal preferences in the wine purchase decision process.

*Obrigatório

1. **How old are you?** *

   Marcar apenas uma oval.

   - 18-25
   - 26-40
   - 41-55
   - 56-70
   - 70+
   - Outra: ____________

2. **Which country do you live/work in?** *

   ____

3. **Specify your gender** *

   Marcar apenas uma oval.

   - Female
   - Male
   - Prefer not to say

4. **What is your education level?** *

   Marcar apenas uma oval.

   - Primary School
   - High School
   - Bachelor Degree
   - Masters/Post-graduate/PhD
   - Outra: ____________

5. **Do you work on the wine business?** *
Marcar apenas uma oval.

- Yes
- No

6. **If yes, in which area?**
Marcar apenas uma oval.

- Sales
- Production
- Warehouse
- Finance
- Marketing
- Distribution
- Wholesaler
- Other
- Outra: ____________________

End-consumer wine consumption

The aim of this section is to assess the overall end-consumer consumption of wine in general, Portuguese wine and Vinho Verde wine

7. **How often does the usual end-consumer buy wine in general (bottles/month)?** *

____

8. **What is the usual end-consumer overall interest on wine in general?** *
Marcar apenas uma oval.

	1	2	3	4	5	
No importance	◯	◯	◯	◯	◯	Very important

9. **How often does the usual end-consumer buy Portuguese wine (bottles/month)?** *

____

10. **What is the usual end-consumer overall interest on Portuguese wine?** *
Marcar apenas uma oval.

	1	2	3	4	5	
No importance	◯	◯	◯	◯	◯	Very important

11. **How often does the usual end-consumer buy Vinho Verde wine (bottles/month)?** *

12. **What is the usual end-consumer overall interest on Vinho Verde wine?** *
Marcar apenas uma oval.

	1	2	3	4	5	
No importance	◯	◯	◯	◯	◯	Very important

13. *Marcar apenas uma oval.*

◯ Opção 1

Measure the importance of the following attributes for your decision of purchasing a wine

The aim of this section is to assess the relative importance of each attribute to the end-consumer wine purchase decision process

14. **Price** *
Marcar apenas uma oval.

	1	2	3	4	5	
No importance	◯	◯	◯	◯	◯	Very important

15. **Grape variety** *
Marcar apenas uma oval.

	1	2	3	4	5	
No importance	◯	◯	◯	◯	◯	Very important

16. **Region of origin** *
Marcar apenas uma oval.

	1	2	3	4	5	
No importance	◯	◯	◯	◯	◯	Very important

17. **Protected geographical status** *
Marcar apenas uma oval.

	1	2	3	4	5	
No importance	◯	◯	◯	◯	◯	Very important

18. **Producer** *
Marcar apenas uma oval.

	1	2	3	4	5	
No importance	⬭	⬭	⬭	⬭	⬭	Very important

19. **Wine complexity** *
Marcar apenas uma oval.

	1	2	3	4	5	
No importance	⬭	⬭	⬭	⬭	⬭	Very important

20. **Taste** *
Marcar apenas uma oval.

	1	2	3	4	5	
No importance	⬭	⬭	⬭	⬭	⬭	Very important

21. **Aroma** *
Marcar apenas uma oval.

	1	2	3	4	5	
No importance	⬭	⬭	⬭	⬭	⬭	Very important

22. **Alcoholic degrees** *
Marcar apenas uma oval.

	1	2	3	4	5	
No importance	⬭	⬭	⬭	⬭	⬭	Very important

23. **Color** *
Marcar apenas uma oval.

	1	2	3	4	5	
No importance	⬭	⬭	⬭	⬭	⬭	Very important

24. **Drink’s pleasantness** *
Marcar apenas uma oval.

	1	2	3	4	5	
No importance	⬭	⬭	⬭	⬭	⬭	Very important

25. **Food-pairing** *
Marcar apenas uma oval.

	1	2	3	4	5	
No importance						Very important

26. **Wine features described by the label information** *
Marcar apenas uma oval.

	1	2	3	4	5	
No importance						Very important

27. **Bottle shape** *
Marcar apenas uma oval.

	1	2	3	4	5	
No importance						Very important

28. **Brand name** *
Marcar apenas uma oval.

	1	2	3	4	5	
No importance						Very important

29. **Label aspect** *
Marcar apenas uma oval.

	1	2	3	4	5	
No importance						Very important

30. **Quality-price ratio** *
Marcar apenas uma oval.

	1	2	3	4	5	
No importance						Very important

31. **Environmental friendliness** *
Marcar apenas uma oval.

	1	2	3	4	5	
No importance						Very important

32. **Awards** *
Marcar apenas uma oval.

	1	2	3	4	5	
No importance	◯	◯	◯	◯	◯	Very important

33. **Company history** *
Marcar apenas uma oval.

	1	2	3	4	5	
No importance	◯	◯	◯	◯	◯	Very important

34. **Personal recommendation** *
Marcar apenas uma oval.

	1	2	3	4	5	
No importance	◯	◯	◯	◯	◯	Very important

35. **Advertising** *
Marcar apenas uma oval.

	1	2	3	4	5	
No importance	◯	◯	◯	◯	◯	Very important

36. **Company's reputation** *
Marcar apenas uma oval.

	1	2	3	4	5	
No importance	◯	◯	◯	◯	◯	Very important

37. **E-commerce option** *
Marcar apenas uma oval.

	1	2	3	4	5	
No importance	◯	◯	◯	◯	◯	Very important

Annex B

Table I: Importance of wine attributes to the purchasing decision

	N	Minimum	Maximum	Mean	Std. Deviation
q13 Price	40	2	5	4,00	,847
q14 Grape variety	40	1	5	3,55	1,131
q15 Region of origin	40	1	5	3,83	1,059
q16 Protected geographical status	40	1	5	2,80	1,137
q17 producer	40	2	5	3,60	,982
q18 Wine complexity	40	1	5	3,60	1,057
q19 Taste	40	3	5	4,35	,700
q20 Aroma	40	2	5	4,05	,846
q21 Alcoholic degrees	40	1	5	2,98	,947
q22 Color	40	1	5	2,83	1,196
q23 Drink's pleasantness	40	1	5	4,30	,791
q24 Food-pairing	40	1	5	3,28	1,062
q25 Wine features described by the label information	40	1	5	3,28	1,261
q26 Bottle shape	40	1	5	3,00	1,261
q27 Brand name	40	1	5	3,43	1,059
q28 Label aspect	40	1	5	3,75	1,006
q29 Quality-price ratio	40	2	5	4,38	,774
q30 Environmental friendliness	40	1	5	2,95	1,085
q31 Awards	40	1	5	3,18	1,318
q32 Company history	40	1	5	2,85	1,099
q33 Personal recommendation	40	1	5	4,38	,838
q34 Advertising	40	1	5	2,70	1,181
q35 Company's reputation	40	1	5	3,50	1,132
q36 E-commerce option	40	1	5	2,83	1,083
Valid N (listwise)	40				

Table II: Wine attributes vs Involvement

Independent Samples Test										
		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
q13 Price	Equal variances assumed	1,005	,322	1,497	38	,143	,519	,347	-,183	1,222
	Equal variances not assumed			1,158	7,202	,284	,519	,449	-,536	1,575
q14 Grape variety	Equal variances assumed	,310	,581	,054	38	,957	,026	,477	-,939	,991
	Equal variances not assumed			,046	7,632	,964	,026	,561	-1,279	1,331
q15 Region of origin	Equal variances assumed	6,415	,016	-,693	38	,493	-,307	,444	-1,206	,591
	Equal variances not assumed			-,486	6,859	,642	-,307	,633	-1,810	1,195
q16 Protected geographical status	Equal variances assumed	4,131	,049	-,581	38	,565	-,277	,477	-1,243	,689
	Equal variances not assumed			-,435	7,075	,677	-,277	,638	-1,782	1,227
q17 producer	Equal variances assumed	1,761	,192	-,084	38	,934	-,035	,414	-,873	,803
	Equal variances not assumed			-,068	7,430	,947	-,035	,508	-1,221	1,152
q18 Wine complexity	Equal variances assumed	,728	,399	,704	38	,486	,312	,443	-,585	1,208
	Equal variances not assumed			,800	10,152	,442	,312	,390	-,555	1,178
q19 Taste	Equal variances assumed	1,208	,279	,920	38	,363	,268	,292	-,322	,859
	Equal variances not assumed			1,125	11,325	,284	,268	,239	-,255	,792
q20 Aroma	Equal variances assumed	1,510	,227	-,170	38	,866	-,061	,356	-,782	,661
	Equal variances not assumed			-,132	7,231	,898	-,061	,457	-1,135	1,014

q21 Alcoholic degrees	Equal variances assumed	2,789	,103	-,358	38	,722	-,143	,399	-,950	,664
	Equal variances not assumed			-,269	7,091	,795	-,143	,530	-1,394	1,108
q22 Color	Equal variances assumed	,299	,588	-2,513	38	,016	-1,173	,467	-2,118	-,228
	Equal variances not assumed			-2,967	10,716	,013	-1,173	,395	-2,046	-,300
q23 Drink's pleasantness	Equal variances assumed	,009	,923	-,052	38	,959	-,017	,333	-,692	,658
	Equal variances not assumed			-,054	9,172	,958	-,017	,319	-,736	,701
q24 Food-pairing	Equal variances assumed	,980	,328	,417	38	,679	,186	,447	-,718	1,090
	Equal variances not assumed			,335	7,361	,747	,186	,556	-1,116	1,488
q25 Wine features described by the label information	Equal variances assumed	,095	,759	-,302	38	,764	-,160	,531	-1,235	,914
	Equal variances not assumed			-,289	8,395	,779	-,160	,554	-1,427	1,107
q26 Bottle shape	Equal variances assumed	,112	,740	-1,689	38	,099	-,866	,513	-1,904	,172
	Equal variances not assumed			-1,666	8,624	,132	-,866	,520	-2,050	,318
q27 Brand name	Equal variances assumed	,002	,964	-1,592	38	,120	-,688	,432	-1,564	,187
	Equal variances not assumed			-1,556	8,552	,156	-,688	,442	-1,697	,320
q28 Label aspect	Equal variances assumed	3,838	,057	-,102	38	,919	-,043	,424	-,902	,815
	Equal variances not assumed			-,074	6,954	,943	-,043	,587	-1,433	1,346
q29 Quality-price ratio	Equal variances assumed	,608	,441	1,287	38	,206	,411	,319	-,235	1,058
	Equal variances not assumed			1,303	8,851	,225	,411	,316	-,304	1,127
q30 Environmental friendliness	Equal variances assumed	1,743	,195	,513	38	,611	,234	,456	-,689	1,156
	Equal variances not assumed			,595	10,451	,564	,234	,393	-,636	1,104

q31 Awards	Equal variances assumed	,106	,746	-1,018	38	,315	-,558	,548	-1,668	,552
	Equal variances not assumed			-,981	8,437	,354	-,558	,569	-1,859	,742
q32 Company history	Equal variances assumed	1,100	,301	-,356	38	,724	-,165	,463	-1,101	,772
	Equal variances not assumed			-,298	7,553	,774	-,165	,553	-1,453	1,124
q33 Personal recommendation	Equal variances assumed	,051	,822	-,307	38	,761	-,108	,353	-,822	,606
	Equal variances not assumed			-,335	9,646	,745	-,108	,323	-,831	,615
q34 Advertising	Equal variances assumed	,027	,870	,035	38	,972	,017	,498	-,991	1,025
	Equal variances not assumed			,031	7,896	,976	,017	,559	-1,275	1,310
q35 Company's reputation	Equal variances assumed	,196	,661	-1,693	38	,099	-,779	,460	-1,711	,153
	Equal variances not assumed			-1,441	7,644	,189	-,779	,541	-2,036	,478
q36 E-commerce option	Equal variances assumed	,597	,445	-2,342	38	,025	-1,000	,427	-1,864	-,136
	Equal variances not assumed			-2,781	10,805	,018	-1,000	,360	-1,793	-,207

Table III: Wine attributes vs High/Low Involvement

Group Statistics

	q8_involvement Tipos de involvement	N	Mean	Std. Deviation	Std. Error Mean
q13 Price	1,00 Low	7	4,43	1,134	,429
	2,00 high	33	3,91	,765	,133
q14 Grape variety	1,00 Low	7	3,57	1,397	,528
	2,00 high	33	3,55	1,092	,190
q15 Region of origin	1,00 Low	7	3,57	1,618	,612
	2,00 high	33	3,88	,927	,161
q16 Protected geographical status	1,00 Low	7	2,57	1,618	,612
	2,00 high	33	2,85	1,034	,180
q17 producer	1,00 Low	7	3,57	1,272	,481
	2,00 high	33	3,61	,933	,162
q18 Wine complexity	1,00 Low	7	3,86	,900	,340
	2,00 high	33	3,55	1,092	,190
q19 Taste	1,00 Low	7	4,57	,535	,202
	2,00 high	33	4,30	,728	,127
q20 Aroma	1,00 Low	7	4,00	1,155	,436
	2,00 high	33	4,06	,788	,137
q21 Alcoholic degrees	1,00 Low	7	2,86	1,345	,508
	2,00 high	33	3,00	,866	,151
q22 Color	1,00 Low	7	1,86	,900	,340
	2,00 high	33	3,03	1,159	,202
q23 Drink's pleasantness	1,00 Low	7	4,29	,756	,286
	2,00 high	33	4,30	,810	,141
q24 Food-pairing	1,00 Low	7	3,43	1,397	,528
	2,00 high	33	3,24	1,001	,174
q25 Wine features described by the label information	1,00 Low	7	3,14	1,345	,508
	2,00 high	33	3,30	1,262	,220
q26 Bottle shape	1,00 Low	7	2,29	1,254	,474
	2,00 high	33	3,15	1,228	,214
q27 Brand name	1,00 Low	7	2,86	1,069	,404
	2,00 high	33	3,55	1,034	,180
q28 Label aspect	1,00 Low	7	3,71	1,496	,565
	2,00 high	33	3,76	,902	,157
q29 Quality-price ratio	1,00 Low	7	4,71	,756	,286
	2,00 high	33	4,30	,770	,134
q30 Environmental friendliness	1,00 Low	7	3,14	,900	,340
	2,00 high	33	2,91	1,128	,196
q31 Awards	1,00 Low	7	2,71	1,380	,522
	2,00 high	33	3,27	1,306	,227
q32 Company history	1,00 Low	7	2,71	1,380	,522
	2,00 high	33	2,88	1,053	,183
q33 Personal recommendation	1,00 Low	7	4,29	,756	,286
	2,00 high	33	4,39	,864	,150
q34 Adertising	1,00 Low	7	2,71	1,380	,522
	2,00 high	33	2,70	1,159	,202
q35 Company's reputation	1,00 Low	7	2,86	1,345	,508
	2,00 high	33	3,64	1,055	,184
q36 E-commerce option	1,00 Low	7	2,00	,816	,309
	2,00 high	33	3,00	1,061	,185