Title
Entrepreneurial Marketing 2.0 within the Swiss Wine Industry: How Wineries in Switzerland are Unknowingly Lifting Entrepreneurial Marketing to the Next Level without Knowing what Entrepreneurial Marketing 1.0 really is

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Conference Presentation

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Keywords
Entrepreneurial Marketing; Wine Marketing; Viral Marketing; Swiss Wineries; SMEs; Entrepreneurship

Research Question
The study aims to show how managers of Swiss SME wineries apply and develop entrepreneurial marketing, even if they are not aware of the concept and theory of entrepreneurial marketing.

Methods
Ten qualitative interviews have been conducted overall, with six CEOs of Swiss wineries and four customers of the wineries. These interviews were transcribed and coded using the MAXQDA program.

Results
The study can provide new implications for the practice of entrepreneurial marketing, which are primarily related to Swiss wineries, but are also relevant for entrepreneurial marketing theory.

Abstract
In this study, Swiss wineries were surveyed for the first time on the use of entrepreneurial marketing. Entrepreneurial marketing is seen as marketing that is strongly influenced by management (Hills & Hultman, 2011). Winemaking businesses in Switzerland are very suitable for the study of entrepreneurial marketing because the majority of them are SMEs. SMEs only have limited resources available for marketing and therefore firstly need suitable marketing strategies (Franco et al., 2014). Secondly, the export volume of Swiss wines is marginal. For this reason, they have to sell their wines primarily on the highly competitive Swiss wine market (Brunner & Siegrist, 2011; Bundesamt für Landwirtschaft (BLW), 2022). Thirdly, the Swiss wine market is also very lucrative for foreign winemaking companies due to its high price level, which means that small winemaking companies have to assert themselves in the saturated Swiss wine market against international and large players with large marketing budgets and a better market position (Fueglistaller et al., 2014). These circumstances mean that SME wineries in Switzerland are developing individual marketing strategies. Entrepreneurial marketing is a very good option for wineries due to the combination of marketing and entrepreneurial thinking (Morris et al., 2022).

Various studies have already shown that entrepreneurial marketing is a suitable marketing approach for wineries to market effectively despite their limited resources (Chaudhury et al., 2014; Morris et al., 2022; Shows et al., 2017; Thomas et al., 2013). Previous studies have shown that wineries use entrepreneurial marketing to be able to recognize opportunities in the market at an early stage thanks to close customer relationships and that proactiveness and innovativeness, together with the networks of entrepreneurs, are very central to the entrepreneurial marketing of wineries. While previous studies, such as that of Chaudhury et al. (2014), have mainly focused on the personal customer relationship with the aim of better customer understanding, this study aims to show how wineries use the close customer relationship to do viral marketing with their customers as a central part of entrepreneurial marketing. The study also shows the importance of personal networks and collaboration among wineries in Switzerland when it comes to maintaining or improving their market share in the Swiss wine market.

In order to better understand the role of management, CEOs of six Swiss wineries were interviewed about their marketing activities and their general perception of the Swiss wine market. The wineries surveyed were from both German and French-speaking Switzerland. In order to better investigate the impact of the wineries' marketing, four customers of the wineries were also interviewed in order to examine how the customers perceive the wineries' marketing. Semi-structured expert interviews were conducted during the study. Fueglistaller et al. (2014, p. 7) already described qualitative research using interviews as a very suitable research method for topics relating to Swiss viticulture. The qualitative method focuses on the personal perspectives of the interviewees, which makes it easier to identify regional differences. In addition to the importance of their role as managing directors, the interviewees were asked about the significance of the seven entrepreneurial marketing dimensions according to Morris et al. (2002). The interviewees were also asked about the possible use of viral marketing. Cooperation among competitors is a key aspect of entrepreneurial marketing (Crick, 2018). For this reason, the wineries were also asked about the importance of cooperation with competitors, as well as the importance of networks.

It was confirmed that SME wineries in Switzerland, like many other SMEs, are mainly limited by financial resources, the necessary knowledge and the time available for marketing. In order to carry out efficient marketing despite these limitations, the entrepreneurs of Swiss winemaking businesses carry out entrepreneurial marketing without themselves knowing what entrepreneurial marketing is, i.e. they unconsciously carry out entrepreneurial marketing. In most of the companies surveyed, the entrepreneurs are responsible for marketing and, through their personality, are also central to the recognition of the winery. Through their networks and personal experience, the entrepreneurs have a great influence on the marketing of the wineries. For customers, however, the entrepreneurs are also central to the recognition of the wines and the company. The study shows that entrepreneurs are also aware of their role in marketing and as brand ambassadors.

In theory, entrepreneurial marketing is often described as very reactive and spontaneous marketing, but our results show that spontaneity is not central to the entrepreneurial marketing of winemaking companies, but that continuity is sought. The study can therefore show that entrepreneurial marketing can be successfully applied even without a high degree of spontaneity. The study also shows that entrepreneurs of wineries in Switzerland do entrepreneurial marketing without knowing what entrepreneurial marketing is. From their point of view, the entrepreneurs do marketing with the optimal use of available resources. The importance of viral marketing for wineries in Switzerland was also demonstrated. The wineries use their customers as a means of communication, with customers doing viral marketing for them and thus generating new customers. Customer loyalty is essential in
order to use viral marketing by generating new customers via existing customers. It is important that customers have a contact person who is connected to the company, but this does not necessarily have to be the managing director, even for small wineries. The entrepreneurs themselves, with all their influence on SMEs, play a key role when it comes to gaining market share through the use of entrepreneurial marketing.

References

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