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Strategies to Increase Per Capita Consumption of Rosé Wines

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Walden University

College of Management and Technology

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Debbian Spence-Minott

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Walden University
2020

Abstract

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by

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MBA, University of Technology, 2011

BBA, University of Technology, 2003

Doctoral Study Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Business Administration

Walden University

August 2020

Abstract

Some marketing strategies executed to stimulate the consumption of wines and spirits do not affect an increase in per capita consumption. Wine business leaders must find ways to increase per capita consumption to sustain business profitability, as the wine category experienced no new growth. Grounded in the theory of segmentation, the purpose of this qualitative single case study was to explore marketing strategies adult beverage leaders used to increase per capita consumption of rosé wines in New York. The participants were 4 marketing leaders of an adult beverage company with operations in New York, who successfully executed strategies to increase per capita consumption of rosé wines. Data were collected from semistructured interviews and archival documents from the organization, such as wine import statistics, past sales data, and marketing presentations. Three themes emerged from the thematic analysis: category growth and marketing strategy, segmentation and consumer segments, and customer and consumer engagement. A key recommendation for wine business leaders is to offer brand education and social experiences to consumers that could lead to increase sales. The implication for positive social change as a result of increased wine sales and revenue could lead to philanthropic investments in the local community.

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Dedication

I dedicate this doctoral study to my mother Mrs. Brendaline Chisholm-Spence. Mom, I would not be able to complete this study without your sacrifices and consistent motivation to see me through to the completion of this program. Many times, I had thrown in the towel, but you reminded me that I came too far to turn back, I invested too much time and money, and that I should always deliver on my commitments no matter how hard the circumstances may be. You are my rock, thank you. To my husband Devon and children Rhianna and Devouny, you gave me the space to work on becoming a better version of myself and you stayed up with me many nights to ensure that I completed my tasks. You all deserve a part of this doctoral degree. We did it!

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Section 1: Foundation of the Study

Segmenting appropriate markets and presenting the right products or services to a targeted customer group provides business leaders with the opportunity to improve the efficiency of marketing strategies (Noorizadeh, Mahdiloo, & Reza, 2013). Business leaders should aim to understand the needs and expectations of customers and rank customers' needs and expectations with the purpose of improving the efficiency of marketing strategies (Noorizadeh et al., 2013). The purpose of this qualitative single case study was to explore marketing strategies adult beverage leaders used to increase per capita consumption of rosé wines in New York.

Background of the Problem

The U.S. wines and spirits leaders increased advertisements by 400% from 1971 to 2012, without any impact on per capita consumption (Wilcox, Kang, & Chilek, 2015). The marketing strategies implemented by U.S. wine business leaders, between 1996 and 2008, led to a 35% increase in consumer consumption of wines by persons aged 21 to 34 (Thach, 2013). Leaders of adult beverage companies continue to invest heavily in the promotion of products to gain market share and brand dominance in various adult beverage categories. Swahn, Palmier, Benegas-Segarra, and Sinson (2013) claimed that business leaders expended over \$6 billion within the United States on alcohol marketing. The U.S. wine business leaders expanded the wine category by introducing approximately 4,200 new wines to the market (Ellis & Mattison Thompson, 2018). Humphreys and Carpenter (2018) indicated that U.S. wine consumers spent over \$35

billion annually on the purchase of wines. Esser and Jernigan (2015) posited that investments and appropriate marketing strategies may aid the growth of the adult beverage industry and the industry continues to contribute to the growth of many economies. As markets develop and mature, leaders of global adult beverage companies have adjusted efforts in countries with growing economies where people have increasing amounts of disposable income to boost alcohol consumption (Esser & Jernigan, 2015). Marketing leaders may consider contextual and cultural norms before settling on what defines successful marketing strategies.

Problem Statement

The U.S. wine business leaders expanded the wine category by introducing approximately 4,200 new wines to the market (Ellis & Mattison Thompson, 2018). Consumers in the United States spent over \$35 billion annually on wine purchases; however, the wine industry experienced no new growth as the category remains in a mature state (Humphreys & Carpenter, 2018). The general business problem is that some marketing strategies executed to stimulate the consumption of wines and spirits do not effect an increase in per capita consumption. The specific business problem is that some adult beverage leaders lack marketing strategies to increase per capita consumption of rosé wines.

Purpose Statement

The purpose of this qualitative single case study was to explore marketing strategies adult beverage leaders used to increase per capita consumption of rosé wines.

The targeted population consisted of four adult beverage leaders of one adult beverage company with successful experience in using marketing strategies to increase per capita consumption of rosé wines in New York. The implications for positive social change include the potential to provide employment for local citizens, improve social programs for the local community and infrastructural development using liquor taxes derived from the sale of rosé wines.

Nature of the Study

The three research methods are qualitative, quantitative, and mixed methods. I used a qualitative method to explore the actions of adult beverage leaders. A researcher uses a qualitative method to explore detailed and physical behaviors of individuals (Barnham, 2015). Researchers pursuing an understanding of social and cultural contexts, relationships, activities, or events use the qualitative methodology (Marshall & Rossman, 2016). A researcher selects the quantitative method to analyze and improve the understanding of the relationships or differences among variables (Ingham-Broomfield, 2014). The quantitative method was not appropriate to explore marketing strategies, because I did not compare variables or conduct a numerical analysis. Mixed methods research includes both qualitative and quantitative methods (Fauser, 2018). Researchers use mixed-methods studies when either the quantitative or qualitative methodology was inadequate on its own (Gajewski, 2013). The mixed method was not appropriate to explore the marketing strategies used by adult beverage leaders to increase per capita consumption of rosé wines in New York because the qualitative method was adequate on

its own. The use of the qualitative method was appropriate to enable participants to identify and explain successful marketing strategies for increased per capita consumption of rosé wines in New York.

I used a single case study design to explore the marketing strategies that adult beverage leaders used to increase per capita consumption of rosé wines in New York. Yin (2018) indicated that researchers use a case study design to contribute to the knowledge of individuals, groups, organizations, social and political issues, and related phenomena. Cope (2015) posited that researchers use a case study design to explore and discover meaningful understanding of the phenomenon. I selected the case study design to explore and describe the case and facilitate in-depth, and meaningful understanding regarding life events.

I considered the use of phenomenological, ethnographical, and narrative research designs to explore strategies used by adult beverage leaders to increase per capita consumption of rosé wines in New York. Creely (2018) posited that researchers engage in phenomenology studies to describe and interpret human common experiences. Phenomenological research was not appropriate for this study because I did not explore a phenomenon of participants' common experience. Researchers use an ethnography research design to learn about people's beliefs, behaviors and culture (Ottrey, Jong, & Porter, 2018). I did not use ethnography research design because my goal was not to understand the shared patterns of beliefs and behaviors within a cultural context. Long and Hall (2018) indicated that researchers use narrative research design to collect and

analyze personal stories, past experiences, or to research the life experiences of individuals. The narrative research design was not appropriate because the purpose of this study was not to collect and analyze personal stories, past experiences, or research the life experiences of individuals. The case study design was appropriate to explore marketing strategies leaders of adult beverage companies use to increase per capita consumption of rosé wines in New York.

Research Question

What marketing strategies do adult beverage leaders use to increase per capita consumption of rosé wines in New York?

Interview Questions

1. What are the most successful marketing strategies you used to increase per capita consumption of rosé wines?
2. What, if any marketing strategies, did not increase per capita consumption of rosé wines?
3. How were the marketing strategies to increase per capita consumption of rosé wines implemented?
4. What barriers, if any, did you encounter while implementing your strategies for increasing per capita consumption of rosé wines?
5. How did you address the barriers, if any, when implementing your strategies to increase per capita consumption of rosé wines?

6. How did you assess the effectiveness of your strategies for increasing per capita consumption of rosé wines?
7. What other comments do you have in addressing the strategies you have used to increase per capita consumption of rosé wines?

Conceptual Framework

I used the theory of segmentation by Smith (1956) to understand the marketing strategies adult beverage leaders used to increase per capita consumption of rosé wines in New York. The tenets of segmentation include demographic, behavioral, psychographic, and geographic (Wiedmann, Behrens, Klarmann, & Hennigs, 2014). Adult beverage leaders could use the results of this study to obtain marketing strategies to increase per capita consumption of rosé wines at other adult beverage companies, perhaps using psychographic and geographic variables.

Operational Definitions

Ary, Jacobs, Sorensen, and Walker (2013) indicated that definitions of terms are used to explain or simplify terminology.

Brand loyalty: Brand loyalty refers to the first choice or selection of a brand by the consumer (Schivinski & Dabrowski, 2015).

Distilled spirit drinks (spirits): Distilled spirit drinks or spirits are alcohol-based products from various plant materials like grains, seeds, leaves, and fruits. The process of distilled spirit drinks begins at harvesting and processing to aging and blending (Palmer, 2016).

Millennials: Millennials are those persons born between 1991 and 2001 (Pelet & Lecat, 2014).

Rosé wine: Rosé wine is fermented red grape juice with a varied pale pink to red color palette (Coulon-Leroy, Pouzalgues, Cayla, Symoneaux, & Masson, 2018)

Segmentation: Segmentation refers to dividing markets into similar groupings that allow marketers to improve targeting and position strategies (Rezaei, 2015).

Status consumption: Status consumption is the terminology used to describe a person's aspiration to improve their social ranking by consuming lifestyle products and services to display wealth and purchasing power (Kim & Jang, 2013).

Assumptions, Limitations, and Delimitations

Assumptions

Assumptions are unproven opinions of a researcher. Corbin and Strauss (2014) described assumptions as a researcher's beliefs that cannot be verified by the researcher. One of my assumptions in this study was that participants were knowledgeable about strategies used to successfully increase per capita consumption of adult beverage brands and specifically rosé wines. I selected participants for this study who had amassed successful experience in the field of adult beverage marketing and had executed successful marketing strategies that led to increased consumption occasions of rosé wines. I also assumed that participants provided valid, honest information, and adequate data to qualify their business as successful in increasing per capita consumption of rosé wines. While a plethora of academic publications and information exists on the

consumption of table red and white wines, a limitation exists with rosé wines consumption. The selected participants received an opportunity to share successful strategies used to increase per capita consumption of rosé wines. I believed the study participants were honest and forthcoming about the information provided to solidify their positions as industry experts and to aid in increasing academic documentation on the business of rosé wines marketing. I also assumed the interview questions and data available through public research facilitated sufficient data for answering the central research question. Further, I assumed that, by conducting this study, positive social change could be achieved through the local economic benefits of increased job opportunities and improving the livelihood of residents of surrounding communities.

Limitations

Limitations are the weaknesses of a study. Vernon-Dotson (2013) posited limitations are the potential weaknesses or shortcomings of the study that heightens vulnerabilities outside of the researcher's control. The main limitation of this study was the use of a qualitative single case study design to explore successful marketing strategies used by adult beverage leaders to increase per capita consumption of rosé wines. A case study is an in-depth study of a particular situation rather than a comprehensive statistical survey (Taylor & Thomas-Gregory, 2015). Researchers use the case study design to narrow down a broad field of research into one easily researchable topic. A limitation of the case study design was that a case study was not naturally comparative with statistical data (Hyett, Kenny, & Dickson-Swift, 2014). A second limitation of the study was the

specified area for the study location. The location was the State of New York, and results may not apply to other states within the United States or regions outside the United States, such as the Caribbean countries. A third limitation was that the sample size of one company that increased per capita consumption of rosé wines would potentially limit the study because the sample may not be representative of all rosé wines companies or distributors operating within the State of New York. The participants' strategies may not apply to other rosé wines companies or distributors operating in the State of New York. My study was subjective and cannot be generalized to all adult beverage companies.

Delimitations

Delimitations are the parameters of a research study that are in the researcher's control. Baporikar, Nambira, and Gomxos (2016) described delimitations as the researcher's initially determined boundaries of the study or scope of the study. The main delimitations in this study were the research question, the research design, the geographical location of participants, the selected conceptual framework (i.e., segmentation theory), and population, as they form the foundation for the study. I used the research question to narrow the focus of my study to explore marketing strategies adult beverage leaders used to increase per capita consumption of rosé wines in New York. I selected a qualitative single case study design to explore and describe the case and facilitate in-depth, and meaningful understanding regarding strategies used by adult beverage leaders to increase per capita consumption of rosé wines in New York, limiting any form of quantitative analysis. Further delimitations included the geographical area of

the study and the population of adult beverage leaders who developed and executed successful strategies for increasing per capita consumption of rosé wines. I confined the study to the State of New York and limited the study population to adult beverage leaders from a rosé wine company based in New York. The final delimitation was the conceptual framework selected. I used the theory of segmentation to provide the lens through which the study was analyzed and therefore will limit the breadth of other possible analyses.

Significance of the Study

Adult beverage leaders could use the findings of this study to increase per capita consumption of rosé wines and other beverages, which may result in trade expansion, longevity, and profitability. Some adult beverage leaders might benefit from marketing strategies to recruit and connect with the millennial generational cohort through social networking sites (Atkinson, Ross-Houle, Begley, & Sumnall, 2017), or become more inclusive in advertising imagery (Insel, 2014). Wilcox et al. (2015) indicated that specific practices of the past, like traditional advertising, have been ineffective. Adult beverage leaders may use the findings of this study to add to the existing business practices and develop innovative strategies that could lead to growth in the industry.

Contribution to Business Practice

Exploring the marketing strategies used by leaders of adult beverage companies to increase per capita consumption of rosé wines may contribute to improved business practice through the expansion of international wine trade, longevity, and profitability. As a result of improvements to business practices like consumer recruitment and consumer

inclusiveness in advertising imagery, job opportunities such as sales associates, marketers, and social media professionals may become available. Castillo, Villanueva, and García (2016) suggested that changes in consumer demand of wines caused market liberalization, the emergence of new producing countries, and the expansion of international wine trade within the adult beverage industry. Marketing leaders may benefit from the strategies to be shared in this study and may apply these strategies to their businesses to improve international wine trade, longevity, and profitability.

Implications for Social Change

Findings from the study may have valuable implications for the local community. An implication for positive social change includes the potential to employ local citizens. Further, local authorities could use liquor taxes derived from the sale of rosé wines to improve social programs like infrastructural development of the local community. Gilinsky Jr., Forbes, and Fuentes-Fernández (2018) indicated that adult beverage leaders could improve philanthropic efforts by investing in entrepreneurial opportunities. Marketing leaders could consider these recommendations to make positive social changes within the local community.

A Review of the Professional and Academic Literature

Literature Review Opening Narrative

I reviewed several literary works on the wines and spirits industry, segmentation, consumption, and marketing strategies used in businesses. A review of the literature is an examination of what researchers know about the problem explored and methods used by

researchers to achieve the information (Kearney, 2016). The purpose of this review of literature was threefold: (a) to identify the gaps in the literature, (b) increase my knowledge of the research topic relevant to the purpose of the study, and (c) explore strategies used by adult beverage leaders to increase per capita consumption. I reviewed a comprehensive selection of literature to explore what successful strategies adult beverage leaders used to increase per capita consumption of rosé wines. I reviewed in aggregate 102 journal articles, professional articles, and books published between 1985 and 2019. Of the 102 sources, 95 were peer-reviewed as confirmed by Ulrich's Periodical Directory, 90 sources published within 5 years of 2020 the expected year of CAO approval, and 12 older sources. The review contains key and relevant writings in marketing, business, and a specific focus on the wines and spirits industry that address the purpose statement of the study. The review includes an analysis of the theory of segmentation, with a detailed review of two main tenets of the theory: geographic and psychographic segmentation. In addition, the review of literature includes an evaluation of the wines and spirits industry, consumption, and marketing strategies.

I used themes as a method of organizing the review of the literature. Knowles (2015) indicated that a researcher uses the problem statement and research question as a guide to develop themes for the literature review. Thematic and chronological order are also suitable for organizing the review of the literature (Fink, 2014). This literature review was arranged thematically and contains appraisals of public sources. I used the following databases and management databases for article search: Emerald Insight,

ABI/INFORM Collection, Business Source Complete, Sage Journals, ScienceDirect, and Google Scholar. Search terms such as *alcohol, wines, beers, spirits, marketing, market segmentation, psychological segmentation, geographical segmentation, marketing strategy, wines and spirits industry, global alcohol industry, consumption, and alcohol research* yielded the appraised articles. The following sections contain the literature review related to the research question and problem statement.

Application to the Applied Business Problem

The purpose of this qualitative single case study was to explore marketing strategies adult beverage leaders used to increase per capita consumption of rosé wines in New York. I used the theory of segmentation by Smith (1956) to understand the strategies adult beverage leaders used to increase per capita consumption of rosé wines in New York. The tenets of segmentation include demographic, behavioral, psychographic, and geographic segmentation (Wiedmann et al., 2014).

Theory of Segmentation

The theory of segmentation was the conceptual framework for this study. The use of segmentation strategies by business leaders facilitates two major benefits. First, segmentation aids in improving the understanding of consumers by grouping or categorizing based on needs and, second, segmentation improves the development of target marketing strategies (Madi, 2016). To develop an effective segmentation strategy, Deac and Stanescu (2014) indicated that marketers must distinguish between strategic segmentation and market segmentation. Deac and Stanescu posited that strategic

segmentation aids business leaders in determining the long-term activities of each segment in the event of competitive actions and improve the rate of success of business sustainability. As markets and customer behavior change, business leaders must strategically decide to respond and benefit from the changes (Hosseini & Shabani, 2015). The use of segmentation as a marketing tool for business leaders may support and facilitate the growth and ultimate sustainability of the firms' operations.

An understanding of market segmentation may significantly facilitate the development of improved marketing strategies for adult beverage companies. Marketing leaders ought to develop a better understanding of market segmentation to implement effective marketing strategies (Rezaei, 2015). Chen, Raab, and Tanford (2017) found that marketing leaders use market segmentation strategies to operationalize a firm's marketing concept. Further, Chen et al. (2017) affirmed the four key areas of segmentation: geographic, demographic, psychographic, and behavioristic with image and loyalty complementing the four dimensions. Chen at al. suggested effective segments must be sustainable, memorable, and accessible. Adult beverage leaders may use segmentation strategies to improve marketing strategies to propel business performance.

Adult beverage leaders may consider the impact of international market segments and key customers as growth drivers. Budeva and Mullen (2014) indicated the growth of global competition caused the forming of international segmentation as a key issue in developing, positioning, and selling products. The process of maintaining customers who generate benefits as well as maximize profits is of importance to business leaders

(Cuadros & Domínguez, 2014). Company leaders ought to view the management of their respective customer portfolio as a fundamental asset in achieving a sustainable competitive advantage, moving the business from a transactional marketing viewpoint to a more relational marketing philosophy (Cuadros & Domínguez, 2014). The practice of segmentation by marketers may improve the development of growth strategies for the adult beverage business.

Marketers can strategically plan for improving the targeting of profitable consumer segments and gain consumer insights using the tenets of segmentation. Noorizadeh et al. (2013) found prioritizing customers and classifying customers into different clusters improves the performance of the marketing strategies and increase market share. Further, Noorizadeh et al. found that by segmenting appropriate markets, business leaders can present the right products or services to a targeted customer group and improve the efficiency of their marketing strategies. Pomarici, Lerro, Chrysochou, Vecchio, and Krystallis (2017) indicated that business leaders use segmentation to gain consumer insights and position products and services for market growth. Also, Pomarici et al. claimed that instead of using demographic variables as a single tenet of segmentation, marketers might consider consumer preferences towards specific attributes. Hassan and Craft (2012) found the use of a single segmentation tenet limited business results and use by organizations. Hassan and Craft posited that a positive impact on company growth was attainable through the effective use of multiple bases of segmentation with appropriate brand positioning strategies. Newton, Newton, Turk, and

Ewing (2013) highlighted the uniqueness of each customer; however, Newton et al. indicated similarities in consumer needs and wants were present in the segmentation tenets of psychological, demographic, and social groupings. Although Newton et al. championed the use of multiple segmentation tenets, a drawback to segmentation was posited. Newton et al. found that marketers targeted some groups of consumers resulting in some groups benefiting from the exposure to a social marketing campaign and others excluded. Marketers may improve their understanding of marketing strategies through the use of consumer insights and segmentation tenets.

The use of segmentation strategies by marketers to drive sales is critical. Keyser, Schepers, and Konus (2015) confirmed the importance of segmentation for the successful development of multi-channel customer management strategy. Keyser et al. indicated that customer management strategies used by marketers to satisfy the needs and wants of customers connected through the stages of the consumer buying process. Keyser et al. further indicated marketers should provide a unified customer experience by appreciating the different customer segments and the needs of each segment. Marić (2014) provided an alternate opinion on the importance of segmentation. Marić noted retailers and their suppliers of consumer goods ought to possess an understanding of the structure of retail formats as the use of retail segmentation enabled the movement of products through marketing channels and delivery to the final consumer. Marketers of adult beverages could use varied segmentation formats to advance the growth of their businesses.

Geographic segmentation. Grouping consumers into segments based on geography or location is one method of segmentation. Market segmentation is an essential strategy to better understand a heterogeneous market (Johnson & Bastian, 2015). However, Budeva and Mullen (2014) indicated that because of increased competition globally, the development of international segmentation is critical to produce, position, and sell products. Further, Budeva and Mullen (2014) found that the use of international segmentation by business leaders facilitated the development of differentiated products targeting regional or exclusive country specific segments and crossing national borders. Pomarici et al. (2017) indicated that a general consumption pattern of wine exists across countries; however, major differences exist from country to country. Customers behave differently and similarly depending on location and cultural influences (Pomarici et al., 2017). Consumer location may influence consumption and purchases of adult beverage brands.

Adult beverage leaders use strategic investments to propel growth. Business leaders engaging in wine production require large capital investments (Wilson, MacDonald, & Monnane, 2018). The European Union committed between 700 million and 1.2 billion dollars to promote wine exports and targeted the United States and China (Insel, 2014). Insel indicated that 75% of U.S. wine consumers are educated and affluent; two-thirds earn annual incomes greater than USD\$75,000 and are younger than the European consumer, as 64% of U.S. wine consumers are aged 22-55 years old. Wine consumption and production in China rapidly increased due to the expansion of China's

middle class and an increase in Western culture influence (Zheng & Wang, 2017). Further, Zheng and Wang posited that although wine consumption and production expanded in China, the market remains immature as culturally the Chinese are unfamiliar with drinking wines. Leaders of adult beverages businesses may consider the United States and Chinese economies as important growth markets due to the relative size and economic status. As adult beverage leaders continue to increase production facilities in the United States, Pomarici et al. (2017) posited that consumers in new wine producing countries significantly increased the volume of wine consumed. McCole, Holecek, Miller-Eustice, and Lee (2018) indicated that since 2000, the number of winery facilities in the United States increased from approximately 3,000 wineries to nearly 9,000 wineries. Ellis and Mattison Thompson (2018) underscored the expansiveness of the U.S. wine business as business leaders introduced approximately 4,200 new wines, representing a mere 12.5% of the wine category. Adult beverage leaders have increased the capacity and production levels of wines and may require the development of effective strategies to experience market growth and profitability.

The Australian adult beverage industry is a key market when assessing consumption and strategic successes. Scholars like Johnson and Bastian (2015) and Ogbeide, Ford, and Stringer (2015) affirmed the importance of Australia as a rich source of data about wine marketing academics. Culbert, Ristic, Ovington, Saliba, and Wilkinson (2017) affirmed the diverseness of the Australian wine market that exhibits sparkling white, red, and rosé wines. Johnson and Bastian (2015) found that the

Australian wine market is segmented into three wine segments of basic, knowledgeable, and conservative wine drinkers. Wine business leaders and marketers could use Australia as a benchmark for wine academia and strategy development.

The Australian wines and spirits leaders continue to drive research into the growth of alcohol consumption. Ogbeide et al. (2015) found that the organic wine segment benefitted the Australian economy; however, consumers' willingness to pay based on the benefits of organic wine is uncertain. Sustainable production practices to create a positive image of the sector and competitive advantages are important considerations for the wine industry (Sogari, Pucci, Aquilani, & Zanni, 2017). Signori, Flint, and Golicic (2017) found that in general, women accepted green wines more than men; however, despite the sustainability of green wines, the consumer's decision to purchase more remain insignificant. Australia remains a benchmark for the development of strategies to advance wine marketing, even with some limitations in the category of organic wines. Researchers and wine business leaders may use examples of strategy development in Australia to guide best practices in wine marketing.

Wine consumption in Europe experienced highs and lows across different countries and generational cohorts. Garcia, Barrena, and Grande (2013) found that wine consumption in Spain declined from 46.6 liters per annum in 1985 to 9.5 liters per annum in 2011. In addition, Garcia et al. noted that the decline was not representative of all generational cohorts. Garcia et al. reiterated generational differences in the development of wine marketing strategies is important as each age group consumed wine for several

reasons. In the Veneto region of Italy, Begalli, Capitello, and Codurri (2014) posited segmenting consumers into clusters aid businesses in developing new insights to advance the wine business. Dlacic and Kadic-Maglajlic (2013) and Garcia et al. (2013) highlighted the importance of generational cohorts. Dlacic and Kadic-Maglajlic posited that irrespective of location, the attitudes, and behaviors of generational cohorts to wine consumption, are important determinants of appropriate strategies to propel growth. Business leaders of adult beverage companies may consider these recommendations to develop strategies for targeting each generational cohort.

Marketing leaders may consider multiple approaches to segmentation to determine market suitability. In Germany, Szolnoki and Hoffmann (2014) tested several segmentation approaches based on the usage channels and found six groups of customers: discount, food retail, supermarket, cellar door, wine shop, and multichannel customers. Szolnoki and Hoffmann expressed that each customer group had special needs and displayed unique behavioral patterns in the marketplace. South Africa is one of the oldest wine industries outside of Europe, with total wine production in 2013 estimated at 871 million liters (Heyns, Herbst, & Bruwer, 2014). Heyns et al. indicated that South African marketers need to understand how to explore and find opportunities to satisfy the needs of green consumers, increase market share, enhance employee morale, and increase efficiency Heyns et al. found green marketing is a niche market with greenest brands having a small market share. Unlike Ogbeide et al. (2015) and the inconclusiveness regarding organic or green marketing, Heyns et al. (2014) were more conclusive about

South Africa's opportunities. Marketing leaders of adult beverages could investigate further opportunities for growth to increase per capita consumption.

Regional segmentation coupled with variables like branding, packaging, and aesthetics are probable influences of consumption of adult beverage drinks. Madar (2015) found that packaging and aesthetics influenced consumption of Tuborg beer in Romania. Madar indicated that packaging aesthetics were appealing as the Romanian business leaders segmented beer brands by price level and image conveyed. As a result, Madar identified four segments: super-premium, premium, middle, and economic. Within the Italian wine segment, Cembalo, Caracciolo, and Pomarici (2014) found that branding was important to distinguish one wine from the other. Further, Cembalo et al. indicated that wines without a recognizable brand had a lower elasticity of demand than more recognizable wine brands. In contrast, Marinelli et al. (2014) reported Tuscans perceived beers and spirits as young, happy, appealing, and social but associated wine consumption with formal, quality, and comfort. Adult beverage leaders could consider factors like branding, packaging, and aesthetics in identifying possible opportunities for growth.

Adult beverage marketers should contrast markets to determine the similarities and differences to identify possible growth opportunities. Rod and Beal (2014) observed a distinction between Japanese and Singapore wine consumers and their preferences towards New Zealand wines. Rod and Beal suggested that Japanese consumers had a higher interest in wine knowledge, are attracted by a compelling story of the winemaker but were less knowledgeable about New Zealand, French and Italian wines, than

Singapore consumers. Rod and Beal purported the adoption of wine consumption in a non-traditional wine-drinking society can play a cultural role and create meaningful local consumption experiences.

Segmentation is a valuable knowledge tool for wine tourism stakeholders to formulate, target, and position strategies for identified segments. Ellis and Mattison Thompson (2018) highlighted the use of wine knowledge as a strategy for segmenting a market. Nella and Christou (2014) recommended that winery leaders ought to use wine tourism as an opportunity to develop and maintain relationships with highly involved and high-end wine consumers. Further, winery leaders ought to use appropriate marketing mix elements relevant to and developed for the specific segment. Fernández-Durán (2016) suggested that marketers must develop strategies that appeal to the segment and avoid the use of generational cohorts defined for the United States. Marketing leaders may investigate the possible use of wine tourism as a growth driver to increase per capita consumption of adult beverages.

Psychographic segmentation. Marketing leaders can develop improved segmentation strategies with the knowledge of each segments' needs and wants regarding lifestyle, personality, attitudes, and beliefs of persons within each segment. Silva, Figueiredo, Hogg, and Sottomayor (2014) found that an individual's cultural background influenced a sense of identity and perception of what is acceptable within society. Psychographic segmentation is more abstract and less definitive than the behavioral base given the difficulty in measuring responses and connecting these responses to behavior

(Liu, Jin, & Austin, 2014). Further, David, Schramm-Klein, Rank, and Wagner (2015) demonstrated psychometric approaches used before investigating purchasing strategies had significant limitations. David et al. explained that the psychometric approach did not enable researchers to account for the relationships between the individual and purchasing set. Business leaders and marketers may use psychographic segmentation to improve their understanding of consumers' attitude towards wine consumption

Marketers can assess several segments for adult beverage consumers to determine possible growth opportunities. Szolnoki and Hoffmann (2014) identified six segments within the German wine market: discount, food-retail, supermarket, cellar door, wine shop, and multichannel customers. Szolnoki and Hoffmann indicated that loyal consumers were present in each sales channel; however, some segments could attract customers from other segments. David et al. (2015) indicated that multiple store patronage behavior facilitated the growth of distinct retail brand portfolios and provided marketers with a base to characterize households who used the portfolio of products in Germany. Rezaei (2015) identified six consumer characteristics: perfectionist, brand consciousness, price conscious, fashion conscious, recreational, and impulsive shoppers. Based on the profiles of persons fitting the perfectionist, brand consciousness, and fashion conscious, consumer characteristics, Rezaei found that these consumers were advertising oriented. The remaining profiles were product oriented. Other researchers like Scheibehenne, von Helversen, and Rieskamp (2015) suggested that consumers purchased a product depending on whether a product is a bargain. Further, Scheibehenne et al.

believed that consumers applied several perceptible strategies when evaluating products and adapted their behavior to the environment. By using psychographic profiles, marketers may delve deeper into the motivations of consumers of adult beverages

As marketers seek to satisfy the needs and wants of consumers profitably, there remains a need to determine what motivates consumers to behave the way they do or purchase goods and services. Motivation is a valuable segmentation descriptor in the social media domain (Shao, Ross, & Grace, 2015). Shao et al. estimated that approximately 2.5 billion persons would access a social networking site in 2017. Shao et al. found that social media such as Facebook presented challenges in segmentation. However, Shao et al. indicated that to be effective, marketers need to identify and target specific segments using specific social media channel campaigns and other marketing actions. Shao et al. further indicated that marketers should appreciate that not all consumer segments are motivated to use Facebook; however, two segments Devotees (expects high sociability and entertainment and status value and is usually under 30 years old); and Finders (gathers information over socializing and entertainment and usually women) were motivated to use this site. Marketers could use consumer motivation as a significant source in unlocking consumer behavior and attitudes to purchasing, which may improve the possibility to unlock growth opportunities for the segments served.

The millennial generational cohort is a key recruitment segment for the adult beverage market due to the age limitation on alcohol consumption. Individuals aged 21 years or older are legally permitted to consume alcohol in the United States (Atkinson et

al., 2017). In the United States, there are approximately 83 million individuals of the Generation Y or millennial cohort and is the largest generational cohort outside of the Baby Boomers (Improving insights on Generation Y consumers, 2015). Further, millennials tend to be more tolerant, trusting and sympathetic towards social issues, and prefer brands that expressed an identity. (Improving insights on Generation Y consumers, 2015). Millennials are technologically savvy with high purchasing power and less responsive to traditional media than another generational cohort (Pelet & Lecat, 2014). Madi (2016) posited challenges exist to determine motivational reasons on social networking sites as persons may have different identities and not reflect their true self. Madi found two segments: self-consumers motivated by information and have high brand engagement attitudes and social entertainers motivated by entertainment, possessed low-brand engagement but a high-purchase intention. Schivinski and Dabrowski (2015) purported that consumers do not evaluate brands in the same manner across all industries, and that social media communication should be set up and executed according to industry specifications. Marketers may consider an exploration into the lifestyle and psychographics of millennials to obtain a better understanding of what motivates this cohort.

Marketing representatives of adult beverage brands engaged consumers in social media activities and facilitated m-commerce. Fuentes Fernández, Vriesekoop, and Urbano (2017) and Galati, Crescimanno, Tinervia, and Fagnani (2017) found that social media is a low-cost communication tool to access millennials. Further, Galati et al.

indicated that Facebook has 1.6 billion users, is the most popular social networking site, and attracts substantial investments by companies. Sogari et al. (2017) posited that marketing leaders use social media to communicate, build brands, and enhance brand visibility. Marketers of adult beverage brands use social networking sites as a multi-platform in the development of marketing strategies (Atkinson et al., 2017). Cuomo, Tortora, Festa, Giordano, and Metallo (2016) suggested the possibility of segmenting wine consumers based on their online behavior and is a reliable source of information, segmentation, targeting, and positioning. The use of social media and social networking sites by marketing business leaders could serve as a competitive advantage in the development of effective marketing strategies.

The use of social media by some marketing leaders for their brands remains a challenge. Galati et al. (2017) purported that the use of social media and social networking sites by wine company leaders remains a challenge because products such as wine are reliant on high levels of reputational credibility. Galati et al. indicated that in the United States, 94% of wine producers possess a Facebook page; however, in traditional wine producing countries such as France or Italy, an estimated 53% have Facebook pages. Pelet and Lecat (2014) suggested e-commerce is important to the Generation Y cohort as this cohort while in the store will check deals on their smartphones, consult with friends both near and far, and decide to purchase. Pelet and Lecat further posited that three factors were important to the Generation Y cohort when purchasing wine through the Internet: speed of delivery, cost reduction, and efficiency. Pelet and Lecat

also indicated that consumer engagement, and management of e-reputation are important to e-commerce operations marketers may capitalize on the opportunities presented by the use of social networking sites and active use of e-commerce by the Generation Y cohort to drive wines sales.

Luxury brands and lifestyles are synonymous with adult beverage brands as indicative of groups to include Louis Vuitton Moet-Hennessy, Pernod Ricard, Gruppo Campari, Chateau des Bernes, and Diageo. Paschen, Paschen, and Kietzmann (2016) indicated that over the past 50 years, consumers shifted preferences and moved from possession to consumption. Paschen et al. credited this shift to globalization and the change in the distribution of capital used in the purchase of luxury products. The demand for luxury goods by consumers is based on a psychological appeal (Paschen et al., 2016). Paschen et al. indicated that consumers reflected the wealth and social class in shared or public drinking. Further, Paschen et al. suggested a four-group segmented approach to these consumers. First, carousers (purchase premium wines and spirits to be ostentatious and without knowing the true value). Second, connoisseurs (appreciate the true value and heritage of brands consumed). Third, cabinet collectors (collects premium alcohol beverages for at home storage and to indicate they have amassed a premium collection). Fourth, cellar collectors (a notch above connoisseurs who also purchase premium wines and spirits, ensure proper storage and sees the purchase as an investment to be recouped at a higher price at a later point in time). The consumption of wine serves as a medium to express social status, wealth, and sophistication or cosmopolitan (Lee, Madanoglu, & Ko,

2016; Zheng & Wang, 2017). Also, wine consumption for the Chinese has become a key element in rising in social ranks among the emerging middle class and upper class consumer (Lee et al., 2016; Zheng & Wang, 2017). Dlacic and Kadic-Maglajlic (2013) found that Herzegovinians and Croatians' perception of wine was a significant factor in influencing wine consumption. Marketers may consider obtaining a deeper understanding of psychographic segments and motives for each group to ensure there is an emotional and lifestyle connection with the consumer.

Wines and Spirits Industry

The global alcohol industry is a multibillion-dollar business and generates economic activity throughout the world. Jernigan and Babor (2015) indicated that global alcohol production in 2010 was 224.5 billion liters and an equivalent monetary value of one trillion U.S. dollars. Jernigan and Babor estimated that the value of the respective categories of alcohol: beer sales \$494.8 billion; spirits \$262.5 billion and wines in 2011 \$257.5 billion. The ten largest wines and spirits producers globally sold more than half of the world's alcohol (Jernigan & Babor, 2015). Jernigan and Babor indicated that adult beverage company leaders targeted emerging and transitioning markets as viable growth opportunities and purchased the largest local competing alcohol brands and companies for driving higher profitability. Wine sales in the United States amounted to approximately 338 million standard cases valued at \$39.9 billion and a growth forecast of 373 million standard cases (Kelley, Hyde, & Bruwer, 2015). Four adult beverage companies dominated beer sales: Anheuser-Busch InBev, SABMiller, Heineken, and

Carlsberg. These four companies account for approximately 50% of global beer sales and 75% of the global beer profit pool (SABMiller plc Annual Report, 2010). Vrellas and Tsiotras (2015) reiterated the positions of the beer producers and aggregate global positioning. Marketing leaders may consider important a deeper understanding of the adult beverage industry using industry best practices to drive the company performance and profitability of their businesses.

The wines and spirits industry is competitive, and survival determined by the strength of resources and the ability of business leaders to execute successful growth strategies. Sellers-Rubio, Sottini, and Menghini (2016) confirmed the level of competitiveness among players in the wines industry and globalization contributed to the challenges faced by companies operating within the industry. Sellers-Rubio et al. indicated that business leaders must employ efficiency and productivity strategies to combat the effects of competition and globalization if businesses are to survive. Iacono, Esposito, Mercurio, and Martinez (2016) confirmed the high levels of complexity of the international wine market and linked contributory causes to geographic location and culture, consumption patterns and distribution channels. Adult beverage leaders may consider establishing a clear strategic direction and a system of tracking key performance indicators to grow the business.

Leaders of the global wine industry experienced high and low performances throughout the lifecycle. Morrison and Rabellotti (2017) indicated that the wine industry is one of the most dynamic and interesting industries. Further, Morrison and Rabellotti

indicated that until the late 1980s, old world countries such as France and Italy dominated the international wine market. New world producing countries such as the United States, Australia, Chile, and South Africa gained market share in volume and value. Castillo, Villanueva, and García (2016) suggested that the wine industry experienced these changes in demand because of market liberalization, the emergence of new producing countries, and the expansion of international wine trade. Castillo et al. indicated that international wine trade increase 135% in volume and 280% in value between 1988 and 2012; however, the wine industry experienced a slight decline in overall per capita consumption. Business leaders and marketers may benefit from the shift in consumer behavior regarding wines and wine consumption.

Consumption

Frequency and engagement are key variables in driving per capita consumption of adult beverage brands as consumption frequency is a direct driver of revenue and impacts profitability. Thach and Olsen (2015) purported that the consumption of wines and spirits is categorized as high-frequency consumers and high-frequency price segmentation, affecting consumer behavior in the wine category. Jones and Runyan (2016) indicated that traditional consumer type marketing focused on identifying an accessible and measurable market to generate sales for brands, companies, and retailers. However, consumers perceived all elements in the shopping experience as one experience (Jones & Runyan, 2016). Mittal (2016) posited that many consumers participated in comparison shopping; however, a significant segment of customers purchased without much demand

for bargains, and other customers purchased solely on quality. Further, Mittal explained that these consumers did not consider the best brand or product but product or brands they believed good enough in respect to quality, performance, and simpler varieties. Further, Mittal posited that to ensure repeat purchase and consumption, marketers should understand the needs of the consumer segments served to determine what are the motives to purchase and purchase in higher quantities. Not all times are the use of tactics like deals and bargains necessary to increase sales; quality service and performance may be more important to the segments served (Mittal, 2016). Consumer engagement may facilitate the frequency of purchase and may support the objective of increasing per capita consumption.

Increasing consumption experiences is a key goal for adult beverage companies as consumption drives sales. Fabbrizzi, Marinelli, Menghini, and Casini (2015) indicated that over the past 30 years, consumption in Tuscany of the total alcohol beverage category decreased; however, beers and spirits strengthened in positioning mostly due to younger consumers. Wiedmann et al. (2014) found that new consumers to the wine category believed that wine consumption played a pivotal role in social occasions and consumed outside of the home. Wiedmann et al. suggested that there are four value dimensions of wine: financial, functional, individual, and social values. These values, as indicated by Wiedmann et al. affect consumers' purchase attitudes and behaviors. In determining the involvement of wine buyers and associations with pre-conceived consumption situations, Hirche and Bruwer (2014) concluded that the place where the

customer purchase the wine has no impact on the buyer's involvement. However, Hirche and Bruwer found that involved wine consumers spent more monies on wines, bought more wines from wine cellars and restaurants and were likely to consume more red wine. Consistent consumer engagement may facilitate more consumption experiences.

The frequency of consumption experiences is a complement to increasing per capita consumption. Frequent consumption of products are important to marketers as the frequency is indicative of profitable segments (Thach & Olsen, 2015). Thach and Olsen cautioned the heavy consumption of wine because of the unhealthy effects of consuming alcohol in high dosages. Fabbrizzi et al. (2015) indicated that marketers used consumption related risks messages linked to social, economic, and relational issues to aid in the reduction of irresponsible alcohol consumption. Thach and Olsen purported that marketers were encouraged to promote responsible drinking messages to deter over-consumption. On the contrary, Smith, Cukier, and Jernigan (2014) posited that marketers used drink responsible drinking messages to promote brands or products rather than convey relevant public health messages regarding alcohol consumption. Matthews, Somogyi, and van Zanten (2014) indicated that consumers' concerns regarding health concerns of wine consumption, coupled with an oversupply of wines and switching to other categories of alcohol, influenced the global decline of the wine industry. However, Wilcox et al. (2015) posited that alcohol consumption changed across categories because of fluctuations in demography, taxation, and income levels. The importance of consumption occasions as an influence on wine consumers depends on several

combinations of strategies to reduce risks (Bruwer, Fong, & Saliba, 2013). Adult beverage business leaders may consider balancing the need for consumption frequency to drive per capita consumption and responsible drinking when developing consumption strategies.

Global adult beverage market structure has changed resulting in new and influential players gaining growth within the industry. Insel (2014) indicated that the status of wine consumption and production changed due to influences in technology advancing new countries into the hierarchy of global winemakers and consumers. Spain remained a global leader in vineyard acreage; China grew the most grapes and continued to expand; Americans consumed the most wine; and wine consumption declined in Europe resulting in surplus conditions (Insel, 2014). Marketing leaders may consider the use of global changes to guide strategy development.

Consumers involvement with wines and other adult beverages influenced wine consumption frequencies. Thach and Olsen (2015) found that consumers who demonstrated high-frequency consumption levels of wines were highly involved with wines and wanted to learn more. Also, Thach and Olsen indicated that high-frequency price segmentation is critical to the wine category and impacts consumer behavior. Conventional purchasing factors, for example, price, brand, incentives, and ratings were more significant than green credentials (Heyns et al., 2014). In the United Kingdom, Bruwer, Burrows, Chaumont, Li, and Saliba (2014) found that brand recognition was significant to consumers who had a low engagement in wine consumption; however,

word of mouth was critical for high and low involvement consumers. Adult beverage leaders may consider establishing objectives to increase consumer engagement to increase consumption and influence per capita consumption.

Other wine consumption occasions like dining out of the home, influenced drinking choices. Duncan, Josiam, Hoon Kim, and Kallidin (2015) indicated that Americans spent nearly 1.8 billion dollars daily dining outside of the home with approximately 50% of this expenditure on restaurants. Further, Duncan et al. indicated that in 2006, 66% of Americans dined outside the home once per week; in 2012, most American purchased food and dined outside the home six days per week. Restaurant managers can use strategies to include the presentation of adult beverages as a differentiator to the consumer segments served (Duncan et al., 2015). Terrier and Jaquinet (2016) posited that diners encouraged to order wine and other adult beverages experienced improved satisfaction levels. Also, Terrier and Jaquinet found that some consumers perceived ordering wines a stressful activity especially if wine knowledge is low. Terrier and Jaquinet suggested the use of wine recommendations, and wine by the glass promotions to reduce the risk of consumer embarrassment and improve consumer confidence levels in a restaurant environment. Silva et al. (2014) purported that consumers' motive for selecting wine is linked to price as consumers perceived a direct connection with price and quality. Leaders of adult beverages may explore opportunities relating to out of home dining experiences to drive sales and ultimately consumption.

Marketers use classification variables to explore how and if special consumer groupings are influenced to consume adult beverages. Consumption of wines is emblematic of lifestyle, culture, social and economic status and possessed the potential to be a key source of competitive advantage and differentiator at the regional level (Contò, Vrontis, Fiore, & Thrassou, 2014). Lee et al. (2016) purported that consumers' cultural and family values influence food and alcohol consumption choices. Wine consumption is one of the fastest growing alcohol beverages in China, as Chinese consumption of wines ranked fifth globally and increased at a yearly rate of 25% between the period 2007-2011, with volumes equating to 1,580,000 liters of wine consumed in 2014 (Lee et al., 2016). The consumption of white wines and market penetration in Spain ranked high among the Baby Boomer generational cohort born between 1946 and 1964 (Garcia et al., 2013). In Italy, wines purchased for at home consumption accounted for most wines consumed (Cembalo et al., 2014). For Russian consumers, vodka and beer are the main alcoholic beverages sold and consumed (Kossova, Kossova, & Sheluntcova, 2017) Leaders may consider the assessment of the impact of cultural norms to drive business performance.

Younger consumers or consumers new to the wine category are drinking wines as a way of life and also for status. Generation Y is more driven than other generational cohorts to use status seeking consumption as a means of displaying wealth and power (Kim & Jang, 2013). Insel (2014) indicated that the wine consumption population in the United States is 19 %. American adults consumed wine at least once weekly, with 26% of consumers accounting for 65% of wine purchases (Insel, 2014). Shahzad, Khattak,

Khattak, and Shahzad (2015) found that consumer ethnic differences contributed to attitudes and behaviors of different consumer cohorts when consuming sodas. Insel posited that most ethnic minorities were not active wine consumers as the American Wine Industry had narrowly focused marketing efforts and did not engage these prospective consumers. Atkinson et al. (2017) indicated that the millennial generational cohort is an important segment to marketers of adult beverages because strategic marketing efforts are restricted to persons 21 years old and over within the United States and consumer recruitment is a critical growth driver. Marketers of adult beverages may consider targeting the millennial cohort and minority groupings as possible growth opportunities.

Marketing Strategies

As marketers seek to satisfy consumers wants and needs profitably, it is prudent to develop effective strategies to facilitate the growth of products and services. Business leaders seek to ensure a culture of developing and maintaining positive customer relationships over the lifetime of the customer, to advance company objectives, generate revenues, and higher profit margins (Ekinici, Uray, & Ülengin, 2014). Business leaders used marketing theories and concepts to facilitate the learning of management practices and the sharing of knowledge among marketers (Dibb, Simões, & Wensley, 2014). Business leaders who efficiently used the organization's marketing assets positively affected the performance risk of the company (Capar, Chinta, & Sussan, 2015). In attempting to develop successful marketing strategies and increase market share,

marketers need to efficiently apportion resources to the various customer channels and understand the profit contribution per customer channel (Noorizadeh et al., 2013). The execution of successful strategies and tactics by marketers or business leaders facilitated the advancement of brand equity (Isberg & Pitta, 2013). Customers' wants, and expectations regarding price, convenience, and, quality should be satisfied as organic and positive word of mouth drove higher brand equity (Isberg & Pitta, 2013). Buckley (2015) believed that value creation in organizations is driven internally, and successful strategies are consequential to internal programs. Lin (2015) purported that innovation was a key component of creating a sustainable differential advantage. Business leaders can consider the consequences of the dynamism of marketing and the consumer's change in demand to drive growth objectives.

As with all profit driven businesses, leaders within the adult beverage industry are required to deliver on company objectives and growth targets. Wiedmann et al. (2014) suggested that marketers used information about the characteristics of consumers and customers to implement effective wine marketing strategies. Business leaders employed stakeholder marketing that included lobbying policymakers for the removal of competition and barriers to trade (Jernigan & Babor, 2015). Further, Jernigan and Babor indicated that leaders of adult beverage companies created corporate responsibility organizations such as the International Center for Alcohol Policies (ICAP) as part of the sustainability mandate of the organization. Organizational leaders use penetration and expansion strategies in countries such as Africa to drive the growth agenda of adult

beverage firms (Jernigan & Babor, 2015). The adult beverage industry is oxymoronic with advantages to trade (profit and economic contributions) and disadvantages relating to social issues (Jernigan & Babor, 2015). Marketing leaders may consider the development of effective strategies to ensure consumer buy-in and a positive return on investment.

Wine business leaders can use the home or production house of their brands to form a connection with consumers. Stoddard and Clopton (2015) suggested that due to an increased rivalry between the players of the wine industry, leaders of the wineries ought to develop marketing strategies to maintain a consumer base and attract new business. Stoddard and Clopton found that returning visitors to wineries wanted to learn more about wines and winemaking; whereas the younger consumers visited wineries for relaxation and entertainment. McCole et al. (2018) posited that customers who visited wineries possessed a greater adoration and affinity towards the brand. Signori et al. (2017) suggested that managers of wineries engage in innovative strategies to improve the profitability and sustainability of the business. Pomarici et al. (2017) found that understanding consumers wine purchasing needs and wants to facilitate the development of marketing strategies for improved customer satisfaction and shopping experiences. Business leaders of wine brands and wineries may consider the available capacity and assets of the business to entrench consumers into becoming adorers of brands.

Adult beverage leaders may use the retail environment to facilitate the growth of share and sales of adult beverage brands. Retailing is an important aspect and channel to

increase sales of wines and spirits (Bahng & Kincade, 2014). Lin (2015) admonished retailers to be innovative in the designing and servicing of the retail store environment. Han, Ye, Fu, and Chen (2014) indicated that category management facilitated competitive advantage, maximized profits and built long-term customer relationships. The use of assortment planning techniques aided marketers in providing consumers with choice and drove need satisfaction, increased sales of products, and contributed positively to the firm's performance (Bahng & Kincade, 2014). Further, marketers of adult beverages used in-store interactions, experiences with products, and sales promotional activities to influence the selection of adult beverages among the 18-21-year-old cohorts in Australia (Pettigrew et al., 2015). Pettigrew et al. indicated that consumer engagement in-store coupled with a knowledgeable sales team attracted the attention of the potential consumer and encouraged participation in sales promotional activities. Adult beverage leaders may consider developing a retail strategy to propel the growth of brands.

Another retail strategy is bundling. Matthews et al. (2014) posited that bundling as another retail strategy that encouraged purchases. The consumer perceived the bundled offer at a greater value compared to the individual prices of each unit in the offer. Matthews et al. indicated that the use of bundling by retail management led to several benefits like the formation of new distribution channels, facilitating trial by consumers, and increasing consumption. Scheibehenne et al. (2015) posited that consumers purchased products based on the belief of obtaining a bargain or value and tended to switch between prices. Also, Scheibehenne et al. indicated that price played a critical role

in consumer choice. Marketers may consider tracking consumer changes and enhancing the accuracy of predicting buying behavior to develop more appropriate marketing strategies.

Marketers use point of sale tactics to drive sales of products at a retail level. Osuna, González, and Capizzani (2016) proposed the use of couponing to increase sales of products at the retail. Osuna et al. posited that marketers used coupons to facilitate the growth of market share within the retail environment. While Osuna et al. did not reference adult beverages as benefitting from this strategy; marketers could consider an exploration of the use of couponing as a strategy to accelerate pull through from retail shelves.

Information drives consumer choice, and the use of media to drive strategy is important in a technology-driven age. Liu et al. (2014) indicated that sources of information are categorized as traditional word of mouth sourcing, network information sourcing, and new media or social media information sourcing. Hammond, Sydnor, and Kang (2014) found that the use of media strategies, attitudes, and opinions to influence African-American consumers to purchase more wine was possible. Hammond et al. indicated that the African-American consumer was 241% more likely to purchase a bottle of wine for at least \$20 if advertising creatives engaged them. Further, Hammond et al. indicated that wine marketers should be more racially inclusive in the communication of wine consumption messaging. Taylor and Okazaki (2015) indicated that global consumer culture theory and positioning strategies aid in expanding segments of the market.

Marketers may consider the development of tactical programs like the product placements in movies and lyrics, out of home imagery, and other visibility cues to target the African-American consumer, and associate wine consumption with the community.

Relationship marketing strategy development is critical to the adult beverage industry due to the industry's lifestyle and social credence. Monti and Salvemini (2014) demonstrated the importance of company owner identity in driving profitability and growth in the adult beverage business. Monti and Salvemini indicated that company leaders used social relationships and organizational identity to influence company and partnership development and advanced growth. Greenland (2015) posited that strategies like family branding, below the line techniques, and brand extensions were used to increase sales within the tobacco market. Dressler (2016) indicated that the strategy of prosuming, integrating customers in the process of producing facilitated the development of a loyal client base. Dressler suggested that winery managers should seek to understand customer expectations to avoid misallocation of resources or overspending. Humphreys and Carpenter (2018) indicated that wine business leaders used relationships with other members of the value chain to shape consumer perception and create a competitive advantage. Marketers may consider the importance of positive people connections to sustain the adult beverage business and promulgate the notion of building lifestyle brands and the development of people with a passion for the industry.

Another aspect of relationship marketing is the management of customer portfolios. The management of the customer portfolio by business leaders is a critical

component to achieving a sustainable competitive advantage, allowing consumers to perceive the firm as more relational versus transactional (Cuadros & Domínguez, 2014). Further, Cuadros & Domínguez indicated that strategies developed based on the real value of the customer and using customer relationships to advance differentiation improved distribution resources and enhanced competitive advantage. Loyalty programs used to reinforce consumer behaviors and attitudes coupled with the development of brand loyalty behaviors are used to build on the customer relationship distinction (Allaway, D'souza, Berkowitz, & Kim, 2014). Business leaders may monitor customer expectations to determine the needs of each customer or segment and ensure satisfaction profitably.

Other marketing strategies used by business leaders to drive sales within the adult beverage business include destination management marketing. Business leaders used destination management marketing strategies to drive wine tourism, increase consumer immersion through visits to vineyards, and wine consumption (Cho, Bonn, & Brymer, 2014). Another strategy used to propel growth is secret wine societies (Hall, Pitt, & Wallstrom, 2015). Marketers used secret wine societies to develop target marketing strategies that resulted in more focused distribution opportunities (Hall et al., 2015). Marketing leaders may consider the use of destination marketing and secret wine societies to capitalize on changing consumer needs.

Consumer events could drive per capita consumption of adult beverages if used by marketers to connect with the local culture. Contò et al. (2014) indicated that wine

events benefited the food and wine community via the promotion of different cultures, traditions, and values. Besides, Contò et al. purported that cross border partnerships by wine business leaders assisted in developing the wine industry and propelled economic and cultural benefits. Taplin (2016) demonstrated how wine leaders in Napa Valley used wine events as a marketing tool to recruit persons traveling in wine country and as a quality indicator of products originating from the area. Further, Taplin indicated Napa Valley was used by the wine leaders within the region to promote positive achievements, use of influencers to provide testimonials on taste, and based on a specific geographic indicator product originating in Napa Valley commanded a higher price due to limited availability. Marketers may consider the use of events or specific region to target a touristic audience creating a calendared event, promoting the country or region and heritage of the product.

Wine marketers used digital marketing strategies to increase market share and drive profitable growth for brands. The adoption of social media for business marketing and communication has major implications for the wine industry (Capitello, Agnoli, Begalli, & Codurri, 2014). Further, Capitello et al. indicated that searching for information forms a part of the consumption experience and had high credence. Social media when used as a brand management tool, increased the effectiveness of digital media strategies (Capitello et al., 2014). Managers increased efficiency by reducing the number of digital media platforms in that the company has a presence and ensuring brand presence is meaningful and connected to consumers' engagement and behavior (Capitello

et al. 2014). The use of digital media ranks high in recruiting consumers aged 21 years or older to the category as the millennial consumer group is more connected through digital media than traditional media (Atkinson et al., 2017). Adult beverage marketers may investigate the need to strategize and target programs to generate positive returns on investment.

Transition

The review of professional and academic literature contains significant and relevant writings in the business and marketing fields and, in particular, the adult beverage market. In reviewing the content of the literature, I was able to compare research articles related to my topic of study. Section 1 included: (a) problem statement; (b) purpose of the study; (c) research question and interview questions; (d) conceptual framework; (e) operational definitions; (f) assumptions, limitations, and delimitations; (g) significance of the study; and (h) review of professional and academic literature.

The review of literature comprised of analyses of several subjects directly about the conceptual framework to include: (a) segmentation, (b) geographic segmentation, and (c) psychographic segmentation. The theory of segmentation was used across several industries to drive demand and consumption of products. The theory of segmentation is inconclusive regarding the development of marketing strategies to increase the consumption of adult beverage brands. Also, the review of literature included analyses of potential themes and phenomena identified in the purpose statement to include (a) the wines and spirits industry, (b) consumption, and (c) marketing strategies.

Section 2 of the study addressed the (a) purpose of the study, (b) role of the researcher, (c) study participants, (d) research methodology and design, (e) population and sampling, (f) ethical standards in research, (g) data collection, organization, and analysis, and (h) reliability and validity. Section 3 will include (a) the presentation of findings, (b) a description of the application of the study to professional practice, (c) impact on social change, (d) recommendations for future actions, and (e) overall consideration of my conclusions.

Section 2: The Project

In Section 2, I discuss the purpose statement, the role of the researcher, and justify how I selected the study participants. Further, I provided a detailed description and justification of the research method and design used in this study. In particular, I focused on the population and sample of this study, discussed how I upheld the required ethical standards, and presented a discussion related to the data collection methods, data analysis methods, and reliability and validity.

Purpose Statement

The purpose of this qualitative single case study was to explore marketing strategies adult beverage leaders used to increase per capita consumption of rosé wines. The targeted population consisted of four adult beverage leaders of one adult beverage company with successful experience in using marketing strategies to increase per capita consumption of rosé wines in New York. The implications for positive social change include the potential to provide employment for local citizens, improve social programs for the local community, and infrastructural development through the use of liquor taxes derived from the sale of rosé wines.

Role of the Researcher

A qualitative researcher is responsible for determining the best research method and design to answer a research problem. A qualitative researcher is the main research instrument for collecting data by exploring, understanding, and interpreting experiences of participants (Ramani & Mann 2016; Yin, 2018). I was the primary research instrument

for my study, and I selected the most suitable research method and design. Yeong, Ismail, Ismail, and Hamzah (2018) indicated that qualitative researchers interact with participants by interviewing and conducting member checking. Therefore, I searched for, and interacted with, participants by preparing an interview protocol, interviewing participants, and conducting member checking. I collected data through semistructured interviews and conducted an analysis of archived documentation for strategies to increase per capita consumption of rosé wines.

Although I had experience with managing brands in the Jamaican adult beverage industry, I had no previous relationship with the participants. Goodell, Stage, and Cooke (2016) and Ross (2017) indicated that prior industry experience could increase the probability of bias. I had no influence or association with the final data collection sites that I selected. My experience and knowledge of the adult beverage industry assisted in identifying organizations for participation. Prior experience in an industry could be an advantage because it may help with eliciting participation and building rapport.

Researchers are guided by ethical principles to protect participants of research. A researcher uses the 1979 Belmont Report (U.S. Department of Health & Human Services, 1979) as a framework for the ethical and legal treatment of participants (Miracle, 2016). Further, Miracle (2016) indicated that beneficence, respect for persons, and justice are the principles of the Belmont Report. Giles, de Lacey, and Muir-Cochrane (2018) described beneficence as minimizing potential harm and maximizing potential benefits to research participants. To ensure my study conformed to the ethical requirements stated in the

Belmont Report and adhered to the Walden requirements for ethics in research, I treated all participants with beneficence by ensuring no harm was meted out to the participants. Ungar and Denburg (2018) posited that researchers treat participants with respect by obtaining permission from participants to take part in the study; ensuring confidentiality and privacy; and safeguarding participants' data through proper data storage. I treated participants with respect by obtaining their consent to participate in the study and keeping their identities private and confidential. I safeguarded all data shared by participants in safe storage. Ross, Iguchi, and Panicker (2018) posited that researchers demonstrate justice by selecting participants fairly based on the purpose and anticipated outcomes of the research study. I showed fairness by selecting participants who could provide rich data about marketing strategies to increase per capita consumption of rosé wines in New York.

A researcher protects the privacy and confidentiality of study participants. Kirilova and Karcher (2017) indicated that quantitative and qualitative researchers must protect the confidentiality and safety of research participants. I obtained participants' signatures on the informed consent form to indicate voluntary participation and an agreement of confidentiality. Further, all information shared was protected and the privacy and confidentiality of participants guaranteed. Yin (2018) posited anonymity is not the preferred choice for case study research. However, as a Walden DBA student, I am mandated to maintain the confidentiality of research participants. I completed the

National Institutes of Health (NIH) Protecting Human Research Participants course (Certificate #1953973), which aided me in protecting research participants.

The role of a researcher in managing personal biases and subjectivity is critical to a study. Qualitative researchers are human instruments and can impact the quality of data collected and the results reported (Goodell et al., 2016). Roulston and Shelton (2015) indicated that researchers new to qualitative studies often take established viewpoints that may introduce bias into a study. Roulston and Shelton agreed that researchers must manage personal viewpoints and beliefs. Researchers should possess an appreciable understanding of how to avoid adding biases in research (Yin, 2018). I used the following strategies to minimize the risk of bias: (a) acknowledged any personal perspectives on the research topic, (b) employed an open-minded approach, (c) was receptive and sensitive to contrasting viewpoints and evidence, (d) followed a case study protocol, and (e) kept a journal of all meetings. As a result of my experience in the adult beverage industry, I was aware of possible professional bias. To mitigate against bias, I requested participation only from adult beverage companies where I have not been employed and had no previous relationships. Tufford and Newman (2012) posited that qualitative researchers use bracketing to mitigate against bias which may affect the research process. Smith and McGannon (2018) described member checking as a method of rigor used by qualitative researchers, whereby participants validate the accuracy of the data collected. I used strategies such as bracketing and member checking to aid in correctly recording and

representing participants' perspectives to reduce the introduction of biases in the data collection process.

A researcher is responsible for conducting the interview and using an interview protocol to stimulate conversation and elicit data relative to a study's research question. The interviewer uses an interview protocol to guide the interview process and identify and pursue emerging themes (Dikko, 2016). An interview protocol should be field tested to ensure clarity, simplicity, and answerability of interview questions (Castillo-Montoya, 2016). In addition, Castillo-Montoya (2016) stressed an alignment with the research question is critical in eliciting quality information. Before conducting the interview, I disclosed all relevant information about the study to participants and provided clarifications as necessary. Further, I followed the actions detailed in the interview protocol (see Appendix B) to guide the process before, during, and after the interviews. I conducted a semistructured interview and asked each participant the same open-ended questions to obtain rich data to address the research question. I asked study participants to confirm the accuracy of the recorded responses to the interview.

Participants

The participants consisted of four managers of one adult beverage company with successful experience in using marketing strategies to increase per capita consumption of rosé wines in New York. A qualitative researcher establishes eligibility criteria based on selecting participants who can best inform the research question and improve the understanding of the study topic (Arcury & Quandt, 1999; Sargeant, 2012). I selected an

adult beverage firm because of the experience of the leaders in growing market share and executing successful marketing strategies on a global level. The leaders of the adult beverage company that I selected had increased the sale and consumption of rosé wines from one million bottles per annum to approximately two million bottles per annum in the United States. Therefore, the eligibility criteria for participants in this study included: (a) having a minimum of 1-year experience in marketing adult beverages at a market leader level, (b) using successful marketing strategies to increase per capita consumption of rosé wines in New York, and (c) agreeing to participate in this study.

A researcher needs access to participants in a qualitative study. To gain access to participants, Namageyo-Funa et al. (2014) recommended researchers obtain permission to conduct research from the organization's leaders before proceeding with the study. My strategies for gaining access to participants were to (a) obtain approval from the Walden University Institutional Review Board (IRB), and (b) use information obtained from the firm's managing director to identify and communicate with potential managers to address the study topic. I sent emails and packages about my research following the IRB approval process to the participant and sub-units who met the participation criteria. The packages contained the Informed Consent form with the approved IRB number explaining the purpose of the research, and a letter of cooperation (see Appendix A) to the organization's managing director. I directed the participants to respond with the words, "I consent" for all email correspondence or to return a signed copy of the Consent Form upon agreement of its terms and conditions.

I established strategies to develop a working relationship with participants. Building and maintaining rapport with participants helps researchers achieve quality research and sharpens interview skills as they seek to meet the interview goals (Abbe & Brandon, 2014; Seitz, 2016). Further, questions posed to participants about the study phenomenon must be clear and easy to understand (Topkaya, 2015). My strategies for establishing a working relationship with the participants were to: (a) make contact with the participants to address concerns before the scheduling of interviews; (b) maintain consistent contact with the participants before, during, and after the interview by using the telephone, email, and one-to-one direct conversation; (c) use clear and understandable questions and an interview protocol to guide the interview process; and (d) inform the participants of their rights to privacy, confidentiality, and to stop the interview at any time. Obtaining perspectives from participants who successfully used marketing strategies to increase per capita consumption of rosé wines and achieving data saturation were crucial to the results of this study.

Research Method and Design

I considered the business problem, research question, and purpose statements when determining the research method and design of this study. In designing the study, I considered methods to facilitate exploration of the research question. After assessing several research method and design options, I selected the qualitative research method and a single case study design.

Research Method

I used the qualitative method to explore the actions of adult beverage leaders. A researcher uses the qualitative method to explore detailed and physical behaviors of individuals (Barnham, 2015). Researchers pursuing an understanding of social and cultural contexts, relationships, activities, or events use the qualitative method (Marshall & Rossman, 2016). Brooks and Normore (2015) posited that qualitative research enriches and deepens understanding. Adamu, Mohamad, and Abdul Rahman (2018) explained that results from qualitative research not only provided information and insights but also exposed underlying causes of behaviors used to predict future trends. Therefore, I selected the qualitative research method to enrich and deepen my understanding of participants' experiences to increase per capita consumption of rosé wines and to describe the experiences shared by these study participants.

A researcher selects the quantitative method to analyze and improve the understanding of the relationships or differences among variables (Ingham-Broomfield, 2014). The quantitative method was not appropriate to explore the marketing strategies used by adult beverage leaders to increase per capita consumption of rosé wines in New York. The quantitative method was not appropriate for this study, as the acquisition of comprehensive material required to identify and explore strategies leaders of adult beverage companies used to increase per capita consumption of rosé wines in New York was not available. Researchers use mixed-methods studies when either the quantitative or qualitative methodology is inadequate on its own (Gajewski, 2013). Mixed-methods

research includes both qualitative and quantitative methods. The mixed method was not appropriate to explore the marketing strategies used by adult beverage leaders to increase per capita consumption of rosé wines in New York because there was no quantitative component to the study and the qualitative method was adequate on its own. The use of a qualitative method was appropriate to enable participants to identify and explain successful marketing strategies for increased per capita consumption of rosé wines in New York.

Research Design

I used a single case study design to explore marketing strategies adult beverage leaders used to increase per capita consumption of rosé wines in New York. Guetterman and Fetters (2018) indicated that researchers use a case study design to investigate one or more real life cases to obtain meaningful understanding. Researchers using a case study design can contribute to the knowledge of individuals, groups, organizations, social and political issues, and related phenomena (Yin, 2018). I used the case study design to explore and describe the case and facilitate in-depth, and meaningful understanding of marketing strategies used to increase per capita consumption of rosé wines in New York.

I considered the use of phenomenological, ethnographical, and narrative research designs to explore strategies used by adult beverage leaders to increase per capita consumption of rosé wines in New York. Creely (2018) posited that researchers engage in phenomenology studies to describe and interpret human common experiences.

Phenomenological research was not appropriate as I did not explore a phenomenon of

participants' common experience. Researchers use an ethnography research design to learn about people's beliefs, behaviors, and culture (Ottrey et al., 2018). I did not use the ethnography research design because the goal was not to understand the shared patterns of beliefs and behaviors within a cultural context. Long and Hall (2018) indicated that researchers use the narrative research design to collect and analyze personal stories, past experiences, or to research the life experiences of individuals. The narrative research design was not appropriate because the purpose of the study was not to collect and analyze personal stories, past experiences, or research the life experiences of individuals. The case study design was appropriate to explore marketing strategies leaders of adult beverage companies used to increase per capita consumption of rosé wines in New York.

An important objective of a qualitative researcher is to attain data saturation. Hancock, Amankwaa, Revell, and Mueller (2016) posited that a qualitative researcher's aim is the achievement of data saturation. Researchers achieve data saturation when there are no new emerging themes or ideas, and additional interviews or discussions yield no additional insight (Britton, Pieterse, & Lawrence, 2017; Hancock et al., 2016). No one approach exists in the achievement of data saturation as each study is unique (Fusch & Ness, 2015). Further, Fusch and Ness (2015) indicated that a researcher may use interviews as one way of achieving data saturation. Researchers should structure interviews to ask multiple participants the same questions otherwise data saturation cannot be achieved (Fusch & Ness, 2015). I continued to interview the firm's managers

and expanded the pool of questions based on data revealed in the discussions until no new data or ideas emerged or data began to replicate.

Population and Sampling

The population for this study consisted of four marketing leaders of an adult beverage company with operations in New York, who had successfully executed strategies to increase per capita consumption of rosé wines. A population comprises of persons who qualify for the study and is the universe from that a sample can be taken (Panacek & Thompson, 2007; van Rijnssoever, 2017). A qualitative researcher selects the population for a study based on the research question (Panacek & Thompson, 2007; van Rijnssoever, 2017). I selected participants who could provide rich data about the research question of the study.

A researcher uses inclusion and exclusion criteria to select participants. Ogden (2014) underpinned the importance of researchers using inclusion and exclusion criteria in selecting participants. I selected participating managers who met the criteria of (a) had a minimum of one-year experience in marketing adult beverages at a market leader level, (b) used successful marketing strategies to increase per capita consumption of rosé wines, (c) agreed to participate in this study, and (d) spoke fluent English. I excluded from the study persons who did not meet the eligibility criteria.

I used the purposeful sampling approach to identify potential participants to collect rich data. Sharafizad (2018) indicated that purposeful sampling is one of the most commonly used sampling techniques in qualitative research and is a non-probabilistic

sampling method. A researcher uses non-probabilistic sampling to comprehend and explain the behavior of a particular group (Pilcher & Eade, 2016). A researcher selects a predetermined target group to obtain data for the relevant study (Monga, 2016; Nikolaos & Panagiotis, 2016). A researcher identifies and chooses the best sample to answer the research question and pinpoints where the behavior being studied has a likelihood of occurring (Sharafizad, 2018). The study participants comprised of managers from one adult beverage company who increased per capita consumption of rosé wines in New York using effective marketing strategies.

I interviewed four managers from one adult beverage firm. In determining the appropriateness of the sample size for a qualitative study, a researcher considers the scope and nature of the study (Boddy, 2016). Further, Boddy indicated that a qualitative researcher is concerned with gaining a deep understanding of study phenomenon; therefore the smallest acceptable sample size is one. Yates and Leggett (2016) posited that a researcher using the case study method is seeking to explore, explain, or describe a phenomenon. Further, Yates and Leggett explained the case might involve a person, more than one person, groupings, or an event. Yin (2018) purported that once the conceptual framework is aligned with the study, a small sample size is adequate. Therefore, a sample size of four marketing leaders was adequate for this study.

An important objective of a qualitative researcher is to attain data saturation. Hancock et al. (2016) posited that a qualitative researcher seeks to achieve data saturation by the non-emergence of no new data. Researchers achieve data saturation when there are

no new emerging themes or ideas, and additional interviews or discussions yield no additional insight (Britton et al., 2017; Hancock et al., 2016). Fusch and Ness (2015) indicated that a researcher could use interviews as one way of achieving data saturation. Researchers should structure interviews to ask multiple participants the same questions, otherwise data saturation cannot be achieved (Fusch & Ness, 2015). I continued to interview the firm's managers until no new data or ideas emerged or until data began to replicate.

The interview setting is critical to the collection of data. David and Hitchcock (2018) posited that the interview environment is an important aspect of developing a trusting relationship between a researcher and a participant. I ensured the interview environment, that is the layout and overall ambiance of the space, allowed for participants to feel comfortable, provide honest feedback, and build rapport and trust. A researcher uses the interview setting to aid in the privacy and protection of participants (Johnson & Esterling, 2015). I conducted interviews at locations that were considered secure and to facilitate the protection and privacy of participants.

Ethical Research

A researcher uses ethical standards to protect the rights of study participants. In conducting qualitative research, a researcher will discover sensitive data and participants' identity that must be withheld (Sai et al., 2016). Guided by the tenets of the Belmont Report, researchers establish ethical standards for their work (Holzweiss & Walker,

2016). To comply with ethical requirements, I protected the privacy and confidentiality of participants and advised them of their ability to withdraw from the study at any time.

A researcher uses the informed consent process to share with participants information about a study and to obtain the participant's agreement to participate in the study. Lentz, Kennett, Perlmutter, and Forrest (2016) indicated that the informed consent process involves providing to study participants information about the study, including risks and benefits, and obtaining the participant's autonomous agreement to engage in the research study. Therefore, I sought approval to conduct the study from the IRB and the participating organization. Mangual Figueroa (2016) indicated that IRB applications are used to facilitate thoughtful discussion and consideration of research ethics. After obtaining approval from the IRB, I sought permission to conduct the study from the firm's managing director. Namageyo-Funa et al. (2014) recommended that researchers obtain approval from the participating organization's leader before conducting research. I submitted to the managing director a letter of cooperation (see Appendix A) for signing. After obtaining permission from the managing director, I emailed participants an invitation to participate letter and informed consent form. Aaltonen (2017) indicated that researchers use a consent form to confirm participants' voluntary agreement to participate in the research study in writing. The consent form included an overview of the purpose of the study, study procedures, explanation of the voluntary nature of the study, risks and benefits of participating in the study, privacy, participant's consent, and my contact

details. Participants who agreed to take part in the study were required to reply to the email with the words “I consent”.

A researcher confirms the right of participants to withdraw from the study at any time. Ngozwana (2018) posited that researchers should advise participants of their right to withdraw from the study at any time during the study. I advised participants verbally and in writing via the informed consent form of the option of withdrawing from the study at any time whether by email, telephone, or face to face contact. Participants had three days to confirm their consent to participate in the study. I arranged to conduct interviews after receiving the consent to participate.

Researchers may consider providing a monetary or nonmonetary incentive for participants to engage in a study. Kelly, Margolis, McCormack, LeBaron, and Chowdhury (2017) indicated that researchers should assess the costs and benefits of a decision to provide or not to provide participants with an incentive to participate relative to a researcher’s study. Therefore, I did not offer an incentive for participation, and I included the verbiage in the informed consent form.

It is the responsibility of a researcher to protect participants by ensuring privacy and confidentiality. Kirilova and Karcher (2017) indicated that researchers must protect the confidentiality and safety of research participants. In the informed consent form, I included the agreement of confidentiality. Further, all information shared is protected and the privacy and confidentiality of participants guaranteed. Hardy, Hughes, Hulen, and Schwartz (2016) indicated that data management is important for the protection of

research participants. I conducted interviews in a private room using Skype teleconferencing facilities at a convenient time for the participants. I did not share their names or place of work. Instead, I assigned a unique identifier code such as P1, P2, P3, and P4 to all study participants. Further, I stored all consent forms, documents, and data on the hard drive of my password protected personal computer and backed up all electronic files to a USB drive. I will keep this information for 5 years, as per the Walden IRB requirements. At the conclusion of the fifth year, I will destroy the USB device by incineration, delete all files on my personal computer, and shred all paper-based documents.

Data Collection Instruments

I served as the primary data collection instrument in the data collection process. A qualitative researcher is the main instrument for collecting data by exploring, understanding, and interpreting experiences of participants (Ramani & Mann 2016; Yin, 2018). As a primary research instrument, a qualitative researcher provides an in-depth exploration into varied phenomena affecting a firm and to answer the research question (Fish, Prichard, Ettridge, Grunfeld, & Wilson, 2018; van Rijnsoever, 2017). I collected data using semistructured interviews and conducted reviews of the company archival documents to answer the research question.

This single case study included semistructured, one-to-one interviews with four marketing managers of an adult beverage firm. A researcher uses semistructured interviews to explore attitudes and perspectives about the phenomena under study (Stuart,

Gavin, William, & Katherine, 2018). Some researchers found that the semistructured interview method to be appropriate as reciprocity between the participant and interviewer is enabled (Kallio, Pietilä, Johnson, & Kangasniemi, 2016). I used semistructured interviews to gather in-depth information from the participants about marketing strategies used to increase per capita consumption of rosé wines.

I requested permission from the firm's managing director to access organization documentation. I reviewed and used the company's archival documents to provide answers to the research question. Researchers review company documents and archival data when conducting qualitative research (Davarzani, Zanjirani Farahani, & Rahmandad, 2015). A review of company archival documents may uncover issues that could go unnoticed (Petersen & Moeller, 2016). Archival data sources include staff correspondence, annual reports, newsletters, advertisements, catalogs, photographs, and artifacts (Miller & Merrilees, 2016). I requested from the participating company's librarian access to marketing reports, promotional programs, and sales documentation to gain insight into the strategies used to increase per capita consumption of rosé wines in New York.

I used an interview protocol as a guideline for conducting interviews. A researcher uses the interview protocol as a guideline or rule when conducting an interview (Dikko, 2016). Castillo-Montoya (2016) recommended the use of an interview protocol to facilitate alignment with a study's research question, and a structured inquiry based conversation. Kallio et al. (2016) indicated that an interview protocol contributes to

the reliability of the data collection process. I used an interview protocol (see Appendix B) that included open-ended interview questions to explore strategies used by adult beverage leaders to increase per capita consumption of rosé wines.

I enhanced the reliability and validity of the data collection process through member checking. Smith and McGannon (2018) described member checking as a method of rigor used by qualitative researchers, whereby participants validate the accuracy of the data collected. In addition, Birt, Scott, Cavers, Campbell, and Walter (2016) indicated that a researcher conducts member checking when all interview data is collected to ensure participants' own meanings and perspectives are brought to the forefront. I gave participants my interpretation of their answers to interview questions and asked them to verify the accuracy of my interpretations.

Data Collection Technique

In collecting data, a qualitative researcher seeks to obtain deep and rich information. Researchers collecting data should consider and select a data collection technique aligned with the study topic (Chu & Ke, 2017). Brooks and Normore (2015) affirmed that the three basic ways of collecting data are through interviews, observation, and documents review. Therefore, I conducted online interviews and reviewed company archival documents when collecting data for this study.

I used an interview protocol (see Appendix B) as a guide when collecting data using the face-to-face interview technique. A researcher develops an interview protocol aligned to the purpose of the study, review of the literature, and a review of expert

opinions (Arslangilay, 2018). Heath, Williamson, Williams, and Harcourt (2018) suggested that online interviews like Skype are good alternatives when face-to-face interviews cannot be facilitated. According to the participant's preference, I conducted online interviews. In the interview phase, I made a formal introduction as a researcher to the participants and explained that the interview will be recorded and transcribed later. I then posed all interview questions. I encouraged participants to answer the interview questions based on their experiences in the adult beverage industry. After I asked all the interview questions, I concluded the interview session and advised participants of my intention to send them a summary of their responses. I reviewed company documents to obtain data on strategies used to increase per capita consumption of rosé wines. A researcher analyzes a company's written documents, textbooks, articles, minutes of meetings, presentations, and archives in data collection (Petty, Thomson, & Stew, 2012). A researcher investigates and identifies the context of the document, the author, and the purpose it was written to add value to the analyses (Petty et al., 2012). Yin (2018) affirmed that reviewing company documents as a form of secondary data collection is appropriate in qualitative research. I adopted these recommendations when collecting data.

Data collection techniques have advantages and disadvantages. Researchers perceive face-to-face interviews to be flexible and to facilitate personal and observable engagement; and allow for better control over the interview setting versus a remote facility (Arslangilay, 2018; Heath et al., 2018). A drawback of an online method is that

participants require internet access, that may not be readily available and may be hesitant to appear on camera (Heath et al., 2018). Because there may be drawbacks to an online interview, I offered participants the opportunity to participate in a face-to-face interview. Organizational archives include corporate annual reports, files, and presentations undertaken at different points in time and for varying purposes (Das, Jain, & Mishra, 2018). Some advantages of archival data are the relative ease of availability and low costs associated with data collection as company leaders store copious amounts of information (Das et al., 2018). Barnes, Dang, Leavitt, Guarana, and Uhlmann (2018) purported that some disadvantages of archival data include that data are not publicly available and access to data is dependent on a researcher acquiring permission from company leaders. I sought permission from the participant company's managing director to access documents for review and used information that was relevant to the study.

I affirmed that the data collected was summarized accurately by conducting member checking. Smith and McGannon (2018) described member checking as a method of rigor used by qualitative researchers, whereby participants validate the accuracy of the data collected. I gave participants my interpretation of their answers to interview questions and asked them to verify the accuracy of my interpretations. Birt et al. (2016) indicated that a researcher conducts member checking when all interview data are collected to ensure participants' own meanings and perspectives are brought to the forefront. After concluding the interviews, transcribing the discussions, and summarizing

the information, I used member checking to validate my accurate recording of the discussions.

Data Organization Technique

I kept track and organized all data and emerging understandings obtained throughout the study using Microsoft Word and Excel. Researchers suggested that data need to be organized, accessible, and stored in a suitable format in a data warehouse to ensure value (Cooper, 2017; Doherty et al., 2018; Gajewski, 2013). I stored all consent forms, documents, and data on the hard drive of my password protected personal computer and back up all electronic files to a USB drive. Researchers use a personal diary or journal to write about topics for exploration and to obtain insights beyond what is already known (Cooper & Dunlap, 2017). In addition, Cooper and Dunlap (2017) and Gooda (2019) indicated that experiences are captured through words and translated in a written form that others can understand. I kept a journal of all discussions with the participants and documented all gestures, verbal, and nonverbal feedback received from participants. Browne, Webb, and Bullock (2018) indicated that a researcher assigns codes to participants to remove all identifying information and to protect the participant's privacy. I categorized, coded with a unique identifier for each participant, and labelled all file folders and individual files to include the date and time the data was collected. After storing the data for 5 years, I will destroy the USB device by incineration, delete all files on my personal computer, and shred all paper based documentation.

Data Analysis

A researcher aligns the selected qualitative research design to an appropriate data analysis process. Triangulation is an appropriate data analysis process for case studies (Yin, 2018). Abdalla, Oliveira, Azevedo, and Gonzalez (2018) indicated that the four types of triangulation are data triangulation, theoretical triangulation, researcher triangulation, and methodological triangulation. Methodological triangulation is mostly used in case studies to obtain complete and detailed data about the phenomenon (Abdalla et al., 2018). To conduct methodological triangulation, a researcher uses at least two data collection procedures from the same design approach (Ashour, 2018; Joslin & Müller, 2016). Helle-Valle and Borchgrevink (2018) indicated that triangulation aids in minimizing issues of data reliability. I conducted methodological triangulation of data for this study by obtaining information from participants through semistructured interviews as the primary data source for the study, and analyzing the company's archival documents as the secondary data source for the study.

A researcher describes the procedures and processes used in data collection and interprets the findings into rich and meaningful explanations through qualitative data analysis. Clark and Vealé (2018) posited that a qualitative researcher engages in reflective and interpretive thinking to correctly evaluate the study phenomena. Castleberry and Nolen (2018) and Cypress (2018) indicated that qualitative data analysis is a continuous process, beginning with data collection. Data analysis involves the preparation and organization of data, reduction of data into themes through coding,

condensing the codes, and representing the findings through figures, tables, or discussions (Castleberry & Nolen, 2018; Cypress, 2018). Moser and Korstjens (2018) suggested that researchers immerse themselves into the data, search for meanings and essential patterns, and collect legitimate and insightful findings. I prepared and organized data by reading and rereading the interview transcripts, summaries, marketing data, presentations, and annual reports. I used Microsoft Excel to record, track, organize and evaluate participants' responses, reduce data into broad themes through coding, condense codes into narrower themes, and represent the findings through figures, tables, or discussions. I highlighted data obtained from archival documents that related to the interview questions and color coded data by matching the data with the respective interview question. Maher, Hadfield, Hutchings, and Eyto (2018) and Moser and Korstjens recommended that a researcher enhances the data analysis process by continuously interacting with the data to gather information and trigger imaginative insights. I used these recommendations when analyzing data for this study.

Researchers use qualitative data analysis software in the analysis phase of a research study. Qualitative Data Analysis Software (QDAS) is a digital tool that supports qualitative research and analysis (Davidson, Paulus, & Jackson, 2016). Researchers use QDAS to organize and track qualitative coding, improve the ability to find coded text, and store and analyze visual or other forms of data (Firmin, Bonfils, Luther, Minor, & Salyers, 2017; Sapat, Schwartz, Esnard, & Sewordor, 2017). I used the NVivo software as potential QDAS for this study. NVivo is a computer assisted qualitative data analysis

software (CAQDAS) used by researchers to aid in the analysis process (Zamawe, 2017). Further, the NVivo software reduces time spent on a study by the researcher, and the use of the software improves the accuracy of the analysis process (Zamawe, 2017). Robins and Eisen (2017) recommended the use of the NVivo software when the data volume is large and the timeframe to complete the study is short. Belotto (2018) acknowledged the efficiency of the QDAS, however explained the challenges some researchers undergo in understanding the software. Belotto also indicated that the cost associated with obtaining the software may financially challenge a researcher and recommended the use of Microsoft Word to highlight themes and assign codes. Further, Belotto underscored the necessity of a codebook to record the reoccurring codes and themes. I used NVivo to create nodes for the interview questions and participants' responses. I created nodes using word frequency to identify keywords. I analyzed the data obtained from word frequency maps and word trees to aid in identifying prominent words, themes, or phrases for data analysis. I grouped codes into common meanings, and then used Nvivo to develop themes according to the research question from the grouped or categorized codes.

The data analysis process includes identifying codes throughout the data, grouping codes into categories, and then creating themes to answer the research question. Roselind (2018) indicated that identifying recurring themes and concepts and developing meaningful labels for the data is important in qualitative research. Spring and Graham (2017) suggested the use of open coding by extracting and identifying themes in the research question or purpose statement. A qualitative researcher uses the coding process

to interpret large segments of text and portions of data. I used thematic analysis (TA) as a strategy for organizing and interpreting data collected for this study. Researchers use TA to identify, analyze, and extract themes or patterns within the data collected (Castleberry & Nolen, 2018). Crowe, Inder, and Porter (2018) highlighted five steps a researcher follows when conducting TA: (a) conduct data immersion, (b) generate initial codes, (c) search for and identify themes, (d) define and name the themes, and (e) illustrate themes whilst maintaining participants' privacy and confidentiality. I immersed myself in the data by reading and rereading the data. I used the literature review as a guide to establish initial codes. I used these codes within the data collection process to identify phrases, words, terms, and expressions mutual to the data collected, literature review, and conceptual framework. I expanded the list of codes from repetitive statements found throughout the data. I used a thematic review procedure to identify important terms, ideas, phrases, and expressions relating to the conceptual framework constructs identified from the transcripts and audio tapings. I grouped identified themes into broad, main themes and sub themes. I color coded data obtained from company archival documents such as summaries, marketing data, presentations, and annual reports, and used Microsoft Excel to record, track, organize and evaluated data obtained from the archival documents. I used this iterative process of coding, mapping, and revisioning of collected data guided by the review of literature and conceptual framework to identify and connect common and important themes from the data.

Reliability and Validity

Ensuring a research study is reliable and valid is critical to the success of a researcher. Lawrence (2015) posited that validity in research is the appropriateness of the processes, tools, and data; and that reliability is the replicability of the processes and outcomes. A researcher achieves reliability when research results and analysis are reproducible and remain consistent and without bias (Dikko, 2016; Smith & McGannon, 2018; Spiers, Morse, Olson, Mayan, & Barrett, 2018; Vakili & Jahangiri, 2018). Cypress (2017) asserted that the replicability of findings improved the stability and reliability of a researcher's findings. Noble and Smith (2015) indicated that researchers should include strategies that will enhance the credibility and validity of the study during the research design and execution phases. I developed effective strategies to ensure the reliability and validity of this study.

Reliability

Demonstration of dependability of research findings is critical to a qualitative researcher. Dependability is described by Connelly (2016) as the stability of the findings over time and over the conditions of the study. A researcher demonstrates dependability by depicting that research claims are consistent and repeatable within the same cohort of participants and context (Anankwaa, 2016; Forero et al., 2018). In addition, a researcher demonstrates a study is dependable by documenting the procedures and thereby facilitating the auditing and critique of the research process by a person independent to the study (Moon, Brewer, Januchowski-Hartley, Adams, & Blackman, 2016). I

demonstrated dependability in this study by documenting in detail the steps used to address the business problem, the purpose of the study, study participants, data collection methods, data analysis, and research findings. I documented and kept a journal of the specific steps and processes used to conduct the study. Researchers use member checking as a tool to establish rigor, quality, and dependability in research. Member checking involves the validation of the recorded data and confirmation of recorded experiences by research participants (Smith & McGannon, 2018). Birt et al. (2016) posited that researchers improved the dependability of qualitative research through recording procedures and confirming the accuracy of findings through member checking. Naidu and Prosé (2018) indicated qualitative researchers improved the dependability of findings through member checking by documenting the sequence of events, verifying the completeness of findings and obtaining data saturation. I conducted member checking by sharing via email to each participant the transcribed data collected. I asked each participant to provide feedback on the accuracy of my recording of the discussions, identify any errors or misunderstandings, and return the reviewed file to my Walden University email address. Once the interviews and member checking process were completed, I synthesized and documented the data with the validated findings. I pursued data until no new data emerged.

Validity

Researchers demonstrate a study is valid by justifying the appropriateness of the methods used in conducting research. Tuval-Mashiach (2017) posited that validity is the

degree to which the findings of a study are aligned with the existing reality or the research participant's purview of reality. Yulianingsih, Supriyono, Rasyad, and Dayati (2018) purported that the criteria used to determine research validity is credibility, transferability, and confirmability. I demonstrated the validity of this study by establishing credibility, transferability, and confirmability.

A researcher establishes credibility in research to enhance the validity of his or her claims. Credibility is the accurate and truthful description of the participant's experiences and the generation of believable research findings (Cypress, 2017; Liao & Hitchcock, 2018). Establishing credibility is a critical signal of a strong qualitative inquiry (Liao & Hitchcock, 2018). Thomas (2017) indicated that member checks improved the credibility of research claims; while Stewart, Gapp, and Harwood (2017) regarded member checks as the most important technique for establishing credibility. I conducted member checks by consistently seeking participant's confirmation of the data collected, and my interpretation of the data, to enhance the validity of claims of this study. Researchers use methodological triangulation techniques (use of multiple sources) to increase validity (Mertens, Moser, Verbunt, Smeets, & Goossens, 2017). To conduct methodological triangulation, a researcher uses at least two data collection procedures from the same design approach (Joslin & Müller, 2016). I used methodological triangulation by obtaining information from participants through semistructured interviews and analysis of the company's archival documents.

A researcher establishes transferability in qualitative research to enhance the validity of a study. Sinclair et al. (2018) claimed researchers ensured findings are solid and trustworthy by using credibility and transferability strategies such as providing a truthful account of participants' experiences. Forero et al. (2018) and Connelly (2016) described transferability as the extent to which a researcher's findings can be transferred to other settings or contexts. A researcher supports the study's transferability by providing rich, thick descriptions of the context, location, and participants, demonstrates transparency in data analysis and trustworthiness (Connelly, 2016). Amankwaa (2016) posited that a researcher should provide a clear description of the applicability of the findings in other contexts as failure to do so may negatively affect the transferability of findings to other studies. I provided detailed accounts of how the data was collected for this single case study and reiterated the uniqueness of the findings to the adult beverage market, specifically the rosé wine category.

Researchers use confirmability to enhance the validity of a study. Forero et al. (2018) described confirmability as a researcher's confidence that the findings can be confirmed or verified to be true by other researchers. Moon et al. (2016) shared that to achieve confirmability a researcher demonstrates the findings are connected to the conclusions in a way that the process can be followed and replicated. Amankwaa (2016) indicated that an audit trail, triangulation, and reflexivity are useful activities to establish confirmability. To address confirmability, I used an interview protocol and kept detailed notes, summaries of condensed notes and reflexive notes of all steps in the research

process. I documented all conversations, all decisions and how they were made, and all engagements with participants during the research process.

I continued to pursue data until no new data emerged. Houghton, Casey, Shaw, and Murphy (2013) mentioned that a researcher achieves data saturation when no new information emerges, and data sets are complete. Hancock et al. (2016) described data saturation as the achievement of adequate data and when a researcher obtains no new information. I ensured data saturation through data collection and data analysis when no new information was forthcoming from the information obtained from the participants.

Transition and Summary

Section 2 encompassed an overview of the problem statement and restatement of the purpose of the study. Also, the section included a discussion on the role of the researcher and justifications of how study participants were selected. I provided a detailed description and justification of the research method and design used in this study. I focused on the population and sample of this study, discussed how required ethical standards were upheld, and presented a discussion related to the data collection methods, data analysis methods, and how reliability and validity were established in the study. In Section 3, I presented the findings of the research and identify how the results may apply to business practice, discussed the impact on social change, shared recommendations for action and further research, reflected on my experience within the DBA doctoral process, and provided a conclusion to the study.

Section 3: Application to Professional Practice and Implications for Change

Introduction

The purpose of this qualitative single case study was to explore marketing strategies adult beverage leaders used to increase per capita consumption of rosé wines. Business leaders used marketing theories and concepts to facilitate the learning of management practices and the sharing of knowledge among marketers (Dibb et al., 2014). Business leaders who efficiently used the organization's marketing assets positively affected the performance risk of the company (Capar et al., 2015). The execution of successful strategies and tactics by marketers or business leaders facilitated the advancement of brand equity (Isberg & Pitta, 2013). Because marketing strategies impact brand performance, it is important for adult beverage leaders to implement effective marketing strategies for the increase of per capita consumption of rosé wines.

I explored marketing strategies used to increase per capita consumption of rosé wines by interviewing four managers at a rosé wine company in New York. In addition, I reviewed archival company documentation consisting of past sales data and marketing presentations for the rosé wine company in New York to support the data provided by participants. The findings showed strategies that the managers used to increase per capita consumption of rosé wines, like the use of consumer events to promote the trial of rosé wines, brand education, and a strong distribution network to increase per capita consumption of rosé wines in New York.

Presentation of the Findings

The overarching research question for this study was: What marketing strategies do adult beverage leaders use to increase per capita consumption of rosé wines in New York?

Theme 1: Category Growth and Marketing Strategy

Category growth and marketing strategy was one of the major themes arising from the participants' data and the review of company archival documents. Wine sales in the United States amounted to approximately 338 million standard cases valued at \$39.9 billion and a growth forecast of 373 million standard cases (Kelley et al., 2015). All participants indicated that the rosé wine category is growing and has the potential to expand further.

The rosé wine category is in its growth phase. P1 said, "rosé wine sales in the U.S. is estimated to be 25 million bottles and is expected to grow by 20–25% in volume and value." In addition, P1 stated that "the Provence rosé wine category is also growing within the U.S. as our company sold over 6,000 cases up to mid-2019 in New York. The rosé wine category continues to grow." P2 mentioned that "the category is growing, as indicated by the levels of customers' depletions and reorders." P3 posited that "sales volumes are the ultimate assessment of brand and category growth, and we have certainly experienced growth in the sales of our rosé wines." P4 indicated that "the rosé wine category has expanded and includes over 1,200 rosé brands. Two years ago, we had little to no sales; today, we are selling thousands of bottles." Further, P4 indicated that "the

U.S. is the number one importer of rosé wines and New York is one of the leading states.” In reviewing the 2019 marketing plan presentation, I found the historical import and depletions data for rosé wines in the United States which confirmed that the rosé wine category is in the growth phase. The top 100 rosé wines increased by 52.7% and recorded 34,211,867 in unit sales with an approximate dollar value of \$359,040,446. A review of the archival data regarding Provence rosé wine imports to the United States confirmed that Provence rosé wine imports to the United States have increased. After my review of the Provence rosé wines import statistics into the United States, I found that rosé wines from the Provence region increased from 111,374 cases in 2016, to 164,044 cases in 2017, and 185,594 cases in 2018. On reviewing the sales data, the company sold 6,500 cases in the New York region between January to July 2019. Castillo et al. (2016) suggested that the wine industry experienced changes in demand because of market liberalization, the emergence of new producing countries, and the expansion of international wine trade.

The operational structure of a company is important when developing successful marketing strategies. P1 indicated that,

As a new company to the U.S. operations, our leaders hired a small number of employees and contracted persons with wine knowledge; consultants and agencies who understood the wine business and the needs of the New York market were hired to assist us in localizing the global plan.

P3 confirmed that agencies were hired to assist the company with in-market executions.

P3 indicated that,

The company is considered as a start-up as the operations are in effect for the past 2 years. However, based on the approach of the company's leaders to develop the strategies, I believe that the company and its rosé brands are doing well in comparison to other rosé wine startup companies or rosé wine brands when they entered the market.

Iacono et al. (2016) confirmed the high levels of complexity of the international wine market and linked contributory causes to geographic location, culture, consumption patterns, and distribution channels.

Critical to the success of developing effective marketing strategies to increase per capita consumption of rosé wines is a keen understanding of market regulations. P1 indicated that the company's leaders needed to understand the different regulations and logistical specifications of operating in New York. P1 stated that "companies are not able to do as they wish." P3 indicated that "the wine business is a regulated business which may stifle creativity and ideation as companies must operate within the rules." P1 and P4 explained that the company retained legal advice for the initial two years of operations. P1 indicated that the company's leaders ensured that the legal consultant was knowledgeable in wines and the laws regarding alcohol sales. Further, P1 explained that a hospitality company whose leaders understood how to manage business relationships with hotels, restaurants, and bars was contracted to assist the company in developing its

marketing strategies for New York. P4 reiterated the need for company leaders to choose local, regional, or state partnerships to improve the likelihood of success. Gilinsky Jr., Newton, and Eyer (2018) posited that wine businesses experiencing slow or declining sales may require reconfiguring the entire value chain from supplier or distributor to consumer. Further, Gilinsky Jr. et al. highlighted that small wine producers may experience challenges accessing large scale distributors and business leaders may require considering direct to consumer channels and cross promotional strategies.

Business leaders must employ efficiency and productivity strategies to combat the effects of competition for business survival. Sellers-Rubio et al. (2016) posited that the level of competitiveness among players in the wines industry and globalization contributed to the challenges faced by companies operating within the industry. P1 indicated that depending on the city, the company is working in the marketing plan, and strategies needed to be altered. P1 said that “successful marketing strategies included taking the global marketing strategy and localizing the marketing strategy by targeting specific cities.” P2 mentioned that “I have prior experience in the rosé market, and being first to market is important in strategy development.” P3 shared that marketing strategy development should include areas relating to building experiences around the rosé wine concept. All participants indicated that an effective marketing strategy includes an effective distribution plan. The participants agreed that the success of any strategy hinged on the ability of customers and consumers to access the actual product. P4 said that “the two main channels of distribution are the chain stores and Horeca [hotels, restaurants, and

cafés]; marketing strategies should be developed to address these areas.” Humphreys and Carpenter (2018) indicated that wine business leaders used relationships with other members of the value chain to shape consumer perception and create a competitive advantage. Cuadros and Domínguez (2014) confirmed that strategies developed based on the real value of the customer, and using customer relationships to advance differentiation, improved distribution resources, and enhanced competitive advantage.

Theme 2: Segmentation and Customer Segments

Market and customer segmentation are important in the development of successful marketing strategies. P4 indicated that “the U.S. is the number one importer of rosé wines and New York is one of the leading states.” P1 affirmed that New York is one of the first destinations when a company explores the potential of introducing a new brand to the United States. P1 mentioned that the company’s leaders targeted men and women between 30-55 years old, and who consumed rosé wines. In addition, P1 said “by targeting specific customer events we were able to differentiate the rosé brands we sell in stores and restaurants and provide additional value.” Pomarici et al. (2017) indicated that a general consumption pattern of wine exists across countries; however, major differences exist from country to country. Customers behave differently and similarly depending on location and cultural influences (Pomarici et al., 2017). Segmentation variables like location and culture may influence consumption and purchase of rosé wines, therefore it is imperative to develop and target the right customer segments.

Marketing leaders improved segmentation strategies with the knowledge of each segments' needs and wants. P3 mentioned that targeting the right customer segments is critical to the success of the organization. P3 explained,

Having observed other rosé wines marketing communication which focused on a consumer target of persons with blonde hair, blue eyes and between the ages of 21-30 years old, the company leaders agreed that this was not the reality of today's world. The company leaders decided to take on a broader approach to its customer and consumer segments by targeting older persons, persons of legal drinking age, African and Latin Americans and people from the Caribbean. The New York rosé wine market is highly competitive, but New York remains the most inclusive state, therefore the customer and consumer segments need to be broad.

P3 indicated that the company uses its four rosé wine brands to target broader segments. P4 affirmed that observing the market and knowing the customer and consumer segments of who drinks the company's rosé wine brands are critical to the company's success. P4 suggested that the company also targets the competitor's customers in successfully increasing per capita consumption of rosé wines. In reviewing the company's sales documents, it was confirmed that four rosé wine brands are sold by the company within the New York area. The findings support Silva et al.'s (2014) perspective that an individual's cultural background influenced a sense of identity and perception of what is acceptable within society.

Understanding and engaging targeted segments improved the effectiveness of marketing strategies to increase rosé wines consumption. P1 and P4 agreed that understanding the target segments and engaging them with the brand is critical to the successful execution of marketing strategies to increase per capita consumption of rosé wines. Regarding consumers, P1 said,

We want more people to have our wines on their lips. We engage in more specific events aimed at targeting not too young a generation but persons between the ages of 30-55 years old. We target women, but now, men are also drinking rosé wines.

Regarding trade customers, P4 said,

If you constantly offer price support the product will be considered cheap to the customer and will lose value. Some customers do not want a lot of branding and visibility materials in their business. We have to adapt the strategy based on the targeted accounts.

Further, P2 and P4 indicated that the packaging of the wine assisted in identifying if the product is specific to a consumption driver for retail or to poured by the glass at restaurants. In addition, P2 said that “the flavor profile of the wine must align with the style of the wine and the consumer who will drink the wine”. Straus (2018) indicated that in the United States rosé wines are perceived to be pink and sweet; however, French rosés are especially light pale pink wines from Provence. Further, Straus suggested that consumers purchased wines with their eyes and highlighting the color of the wine was key. The participants provided support for Szolnoki and Hoffmann (2014), who found

each customer group had special needs and displayed unique behavioral patterns in the marketplace.

Theme 3: Customer and Consumer Engagement

Notwithstanding a company's years of market experience, customer and consumer engagement with a brand are critical to success. All participants confirmed the relative infancy of the company having two years of operational experience within New York. P1 said that "even though we are into our second year, we are still learning." P4 mentioned that "to successfully increase per capita consumption of rosé wines, we engaged using a sniper strategy, that is, being focused, as there is not enough budget for market research in the initial three years." P4 further indicated that for rosé wines, focus should be placed on the premium champagne market for example the market being targeted and served by leading champagne brand Moët & Chandon. Jones and Runyan (2016) indicated that traditional consumer type marketing focused on identifying an accessible and measurable market to generate sales for brands, companies, and retailers. However, consumers perceived all elements in the shopping experience as one experience (Jones & Runyan, 2016). Customer and consumer engagement strategies may affect the success of the strategies to increase per capita consumption of rosé wines.

Product tasting is key in engaging with customers and consumers. P1 indicated that one of the ways to engage customers and consumers is to provide the opportunity for the tasting of the wines. P1 said that "a key strategy is to get more people to have the

wines on their lips. We engage in more specific events aimed at targeting not too young a generation but persons between the ages of 30-55 years old.” P3 explained,

Events work well for us as the events facilitated putting liquid on lips. This opportunity is used to allow the consumer to try our brands and allows our brands to come to the fore. By allowing consumers and customers to taste the wine allows the brand to be established from zero recognition position. Liquid on lips is a good way to de-risk the selling proposition and allow consumers the opportunity to try the wines before purchasing.

The sentiment expressed by P3 that a good way to de-risk any negative experience involved in purchasing wines, confirms Bruwer et al.’s (2013) findings that consumption occasions are an influence on wine consumers and can be used in a combination of strategies to reduce risks.

Brand education is important in engaging consumers and customers. Pettigrew et al. (2015) indicated that consumer engagement in-store, coupled with a knowledgeable sales team, attracted the attention of the potential consumer, and encouraged participation in sales promotional activities. P1, P2, and P3 indicated that wine brand education is important when engaging customers and consumers. P1 said,

Another strategy is education, which can go across consumer events as well as direct education of our customers. At these events, we talk with the consumers so that they not only understand rosé but the Provence rosé category. When we speak with our customers, we educate them about the Provence region. Customers or

buyers can purchase one, two, three, or four rosé wines but should do so not just because they are pink. Education will allow them to understand pink versus a Provence rosé, which is a very specific category. Education will allow us to establish the Provence category, and drive the sales, as we have four estates with at least 5 or 6 different wines.

The data obtained from participants confirmed the views of Velikova, Canziani, and Williams (2019) that opportunities to strengthen wine business included educating consumers about the story of the winery and wines. In addition, Velikova et al. (2019) suggested that engaging consumers in enriching experiences like how to match food and wine strengthened customer and consumer affinity to wine brands.

Customers and consumers may be further educated through the use of social media. P2 indicated,

We use social media and our website to tell the story of the brand to make it relatable and also mirroring this story during consumer event activations. For example, having a Sommelier speaking to the consumer about the wines and the story behind the wines may be compelling.

In addition, P3 stated that “education has been extremely successful, especially with the trade and consumer.”

Social media executions are used by wine business leaders to capture the attention of customers and consumers. All participants agreed that the use of social media to generate brand awareness was effective. P1 stated that “in the first year of operation,

management invested heavily in social media; however, the feedback and results were not optimal or what we expected.” Both P1 and P3 agreed that the use of social media in the first year was not the best strategy in increasing per capita consumption of rosé wines. P3 explained,

For social media, consumers or prospects are attached to actual moments and experiences, they want to observe actual persons enjoying the wine. In the first year, the company did not have these imageries. However, by year two, we were able to communicate the rosé wine brands by showing consumption moments, experiences and occasions.

The explanation provided by P3 confirmed the view posited by Zheng and Wang (2017) who indicated that the consumption of wines serves as a medium to express social status, wealth, and sophistication. P4 stated, “if persons are talking about your brands on Instagram, Facebook, and other social media platforms, it means you have begun to make an impact.” Further, P4 indicated that if acclaimed publications and wine writers began referencing your brands, for example, Wine Spectator, then this would be considered as a positive indicator that the brand’s awareness scores were increasing. In contrast, Capitello, Bazzani, and Begalli (2019) suggested that wine brands should focus less on advertising in wine specific publications and continually engage customers on social media, as today’s consumers are more technologically savvy.

Consumer events are used to stimulate consumption and increase per capita consumption of rosé wines. All participants indicated that the Rosé Garden or Terrace

concept aided the company to increase consumption of rosé wines. P1 stated that “the Rosé Terrace concept is a unique experience to ensure that we provide a Provence rosé experience and also facilitates tasting of our wines by consumers and customers.” P3 shared,

By transforming a rooftop into a destination and helping accounts through thought leadership and establishing the Rosé Garden as a fun place to be was successful and increased rosé wine consumption substantially. The concept is Instagram friendly. We have been around for 2 years, and we found that this concept works.

P2 affirmed that by telling the brand story or by having the Winemaker or Sommelier present at these events, additional value was obtained as consumers became more entrenched in the brand story. P4 confirmed that brand visibility and exposure are achieved through sponsorships and events like the Rosé Garden or Rosé Terrace executions. Further, P4 suggested that using the varied rosé events facilitated opportunities to increase the per capita consumption of rosé wines. P1 posited that the number of tickets sold for the event, as well as a positive change in sales volumes of the wines, provided an indication of the success of the strategy to increase per capita of rosé wines. The information provided by all participants confirmed Contò et al.’s (2014) findings that wine events benefited the food and wine community via the promotion of different cultures, traditions, and values.

Diversity in cultural backgrounds and ethnicity are important to the development of successful marketing strategies within the wine industry. Taylor and Okazaki (2015)

indicated that global consumer culture theory and positioning strategies aid in expanding segments of the market. P1 and P3 indicated that by including persons from different ethnicities and cultures the company's leaders were able to broaden the consumer base and ultimately increase per capita consumption of rosé wines. P3 shared that "rosé wines appealed to persons of different races, color, gender, and creed. Our company mandates inclusivity in our approach to selling rosé wines in New York." Hammond et al. (2014) found that the use of media strategies, attitudes, and opinions to influence African-American consumers to purchase more wine was possible. Further, Hammond et al. found that the African-American consumer was 241% more likely to purchase a bottle of wine for at least \$20 if advertising creatives engaged them. Further, Hammond et al. indicated that wine marketers should be more racially inclusive in the communication of wine consumption messaging.

Distribution is a key component of customer engagement. P2, P3, and P4 agreed that a key pillar of success is an effective distribution network. P3 said that "events may be successful, but a distribution network and plan must be in place." Also, P3 shared that if the wines are not readily available for purchase, no matter the success of the event in terms of attendance and consumption, then the overall results are not successful. Further, P3 explained,

By engaging customers, we try to own their hearts and minds and connect these customers with the firm's wine brand. Further, by developing partnerships that are

mutually beneficial and showing customers how to make incremental revenues, we may have a result of a win-win scenario.

P2 shared,

One of the most important strategies is being first to market and having stock at the beginning of the year. The challenge arises when older vintages are in stock, then distributors may want to deplete wines already in inventory before selling new wines.

P4 explained that in New York, the company leaders worked with an agency to secure activations across the chain restaurants, ensure there is distribution, and worked on an agreed price point for the wines. Cuadros and Domínguez (2014) indicated that strategies developed based on the real value of the customer and using customer relationships to advance differentiation improved distribution resources and enhanced competitive advantage.

A key determinant of distribution success is the management of the distributor and wine owner relationship. The management of the customer portfolio by business leaders is a critical component to achieving a sustainable competitive advantage, allowing consumers to perceive the firm as more relational versus transactional (Cuadros & Domínguez, 2014). P3 indicated that working with distributors may pose a challenge as distributors represent multiple brands and may not want to participate in an activity that might upset some of the other brands. Further, P3 indicated that distributors might not

share the company's vision to be aggressive on the market if it may affect the relationship with brands considered as the cash cow or bigger brands. P4 explained,

Wines are presented to a central purchasing unit, especially for major chains. If accepted by the chain store, and even if your brand is relatively unknown or new, your brand is placed in a portfolio with larger more well recognized brands. As a result, your brand gets lost in a plethora of other brands. Further, marketing and sales managers may experience difficulties to motivate salespeople and top management of distributors to pay attention to your wines, especially if the competitive brand is selling in high volumes, then the distributor may not want to upset that relationship.

Managing the distribution network and relationships are important when seeking to increase per capita consumption of rosé wines.

The price-quality relationship is important in increasing per capita consumption of rosé wines. P2 said that "having a competitive or fair price is critical as well as having a quality wine in a bottle that matches the price." P3 stated, "offering to consumers a quality product at a fair price equates to good value for money. Consumers will buy it." Further, P3 explained that consumers would start with your brand because it is a great product; therefore, sales and marketing managers should propose wines that are great value for money, which can be consumed on different occasions and priced fairly. P3 affirmed that the rosé range of wines offered by the company appeals to all needs at a fair price. P4 said,

The U.S. is a very price-sensitive market, especially when you have thousands of cases to sell, customers are always seeking a special price. However, if the company constantly offers price support, then the product will be considered cheap to the customer and will lose value. The continued price reduction strategies may not lead to an increase in per capita consumption of rosé wines.

The findings relating to price perception differed from Matthews et al. (2014) and Scheibehenne et al. (2015). Matthews et al. indicated that the use of bundling by retail management led to several benefits like the formation of new distribution channels, facilitating trial by consumers, and increasing consumption. Scheibehenne et al. found that consumers purchased products based on the belief of obtaining a bargain or value and tended to switch between prices. Further, Scheibehenne et al. indicated that price played a critical role in consumer choice. The findings were more relatable to Pomarici et al. (2017) in that understanding consumers' wine purchasing needs and wants aided in facilitating the development of marketing strategies for improved customer satisfaction and shopping experiences.

Relevance to Conceptual Framework

The theory of segmentation (Smith, 1956) was the conceptual framework for this study. The use of segmentation strategies by business leaders facilitates two major benefits. First, segmentation aids in improving the understanding of consumers by grouping or categorizing based on needs, and second, segmentation improves the development of target marketing strategies (Madi, 2016). Segmentation theory includes

four key areas: geographic, demographic, psychographic, and behavioristic with image and loyalty complementing the four dimensions (Chen et al., 2017; Wiedmann et al., 2014). I focused on the geographic and psychographic variables as the state of New York represents a potpourri or blend of cultures and nationalities, which may influence individuals' attitudes toward rosé wine consumption.

Participants identified geographic and psychographic variables used to increase per capita consumption of rosé wines in New York. Rossetto and Galletto (2019) indicated that consumers believed the wine market was strongly segmented and based the perspective on habits, wine knowledge, experience, and price-quality perceptions. Capitello et al. (2019) indicated that context and consumers' personality traits played relevant roles in the consumers' rosé wine selections. The participants' responses affirmed Smith's (1956) perspective that segmentation involved viewing a heterogeneous market as several small homogeneous markets. Further, Smith indicated that successful application of segmentation strategies resulted in effectively defining and penetrating a market to secure market share. From the data shared by the participants, I identified three themes in this study. Theme 1, category growth and marketing strategy relates to geographic segmentation. Theme 2, segmentation and customer segments relates to geographic and psychographic segmentation. Theme 3, customer and consumer engagement relates to psychographic segmentation.

The participants and company documents provided data on how successful marketing strategies increased consumption of rosé wines within the New York region.

Based on the analysis of interview responses, I identified the following three emerging themes: (a) category growth and marketing strategy; (b) segmentation and customer segments; and (c) customer and consumer engagement. The findings of this study may provide marketing and business leaders within the wine industry information about what strategies and actions are necessary to successfully build a rosé wine business.

Applications to Professional Practice

The results of the findings of this study are relevant to improved business practice within the wine industry. Castillo et al. (2016) suggested that changes in consumer demand of wines caused market liberalization, the emergence of new producing countries, and the expansion of international wine trade within the adult beverage industry. Marketing leaders may benefit from the strategies shared in this study and may apply these strategies to their businesses to improve international wine trade, longevity, and profitability.

One of the key findings of this study is that a comprehensive understanding of the market and regulatory structure of operating a wine business is vital to success. Wine business leaders seeking to establish a market in the United States may consider the suggestions of understanding the market size and potential growth trajectory. Also, business leaders may contract an agency with specialist skills in establishing a wine business. Further, the findings suggest that critical to being successful, is having strong marketing strategies as well as a sound distribution strategy with a key focus on getting brands listed in the chain stores, and through the hotel, restaurant, and café networks. A

strong distributive network is important, as there can be no consumer sales if the wines are not available across the channels of distribution. Business and marketing leaders may adopt these recommendations when deciding to establish wine or spirits brands.

Important in executing successful marketing strategies is a clear understanding of the organization's customer base. A clear understanding of consumer segments may influence how wine business leaders target consumer segments. The findings from this study revealed that success happens when companies are inclusive in executing marketing programs. Further, when marketing campaigns do not highlight any form of discrimination (gender, age, or race), consumers may perceive the wine as being for them, which may increase demand for that particular wine brand. The findings also showed that companies having a portfolio of wines are able to use the wines to target and attract different customer and consumer segments. Wine business leaders may find this strategy useful when ideating to ensure all customer and consumer segments are considered and that the marketing programs are used effectively to target the customer and consumer segments.

Customer and consumer engagement with brands may be considered by wine business leaders as being critical to the success of marketing strategies. Wine business leaders may change business practices through: (a) using focused marketing strategies; (b) positioning rosé wine brands as being aspirational; (c) executing product tasting sessions, whether through events or in trade to de-risk wine purchase investments; (d) using brand education to strengthen customer and consumer confidence; and (e) limiting

social media use within the first year of operations. Wine business leaders and professionals may apply the findings when developing marketing strategies for customers and consumers.

Implications for Social Change

Findings from the study may have valuable implications for the local community. An implication for positive social change includes the potential to employ local citizens. The findings of this study revealed that the rosé wine market is expected to grow by 20% to 25% in volume and value and that New York is one of the leading states in the importation of rosé wines. Wine business leaders may, therefore, need additional employees in sales, marketing, information technology, and administrative support. The opportunity to employ local citizens who are knowledgeable in these areas as well as have an understanding of the culture of New York may be possible.

Also, local authorities could use liquor taxes derived from the sale of rosé wines to improve social programs like infrastructural development of the local community. As a result of an increase in rosé wine sales, local authorities will yield an increase in the value of liquor taxes collected. The additional revenue gained by the local authority may be used to improve community infrastructure, for example, improving road conditions, and developing community skills training centers for adults. Gilinsky Jr. et al. (2018) indicated that adult beverage leaders could improve philanthropic efforts by investing in entrepreneurial opportunities. Marketing leaders could consider these recommendations to make positive social changes within the local community.

Recommendations for Action

Business leaders and other business professionals of the wine industry who are responsible for the strategic development of the business may use the data, findings, and recommendations in this study to successfully improve per capita consumption of rosé wines. Wine industry leaders or wine professionals may use the knowledge gained from the data in this study to: (a) establish a solid operational foundation within the United States; (b) engage in efficiently segmenting customer and consumer groups for effective targeting; and (c) develop sound marketing strategies and a solid distributive network for wine brands. By implementing these strategies, wine business leaders and professionals may improve marketing strategies to increase per capita consumption of wines.

I will use several methods to share the results of my study. I will submit this study to a number of professional journals. Also, I will distribute a summary of the study results to each participant. I will provide a copy of the final study to the organization's managing director for further review with other key stakeholders of the business. Also, I will share in a plenary a summary of my findings with other wines and spirits companies outside of the United States, for example Jamaica, as possible strategies shared in my study could be enhanced or successfully replicated in other markets. Further, I will publish this research study in the ProQuest/UMI dissertation database and present the findings at various wines and spirits conferences.

Recommendations for Further Research

Recommendations for further research include segmenting the rosé wine portfolio by specifically looking at geographical regions. Possible research may include an investigation of how brand recognition of rosé wines from the Provence region in southern France can be used to increase sales. Further, an investigation may be appropriate for new importers to the United States to determine which states are most relevant when seeking to entrench a new wine brand in the U.S. market.

The main limitation of this study was the use of a qualitative single case study design to explore successful marketing strategies used by adult beverage leaders to increase per capita consumption of rosé wines. For future research, a multiple case study could be used to capture the strategies of multiple firms in different stages of operation; for example, a start-up, mid-size, and large operation. A second limitation of the study was the specified area for the study location. The location was the State of New York, and results may not apply to other states within or regions outside the United States such as the Caribbean countries. Future researchers may include additional states to obtain a broader view of strategies used to increase per capita consumption of rosé wines. A third limitation was that the sample size of four participants who increased per capita consumption of rosé wines would potentially limit the study because the sample may not be representative of all rosé wines companies or distributors operating within the State of New York. The participants' strategies may not apply to other rosé wines companies or

distributors operating in the State of New York. Future research may include a larger sample size to obtain a broader perspective of successful strategies.

Reflections

The purpose of this qualitative single case study was to explore marketing strategies adult beverage leaders used to increase per capita consumption of rosé wines. I chose to research successful marketing strategies used by adult beverage leaders based on my education and professional experience as a senior manager of an adult beverage company in Jamaica and marketer for over 15 years. I experienced the impact of planning and executing effective strategies to improve brand awareness and consumption of adult beverage brands. I wanted to research effective strategies used to increase specifically rosé wines. For these reasons, my role as a researcher in this qualitative single case study was to minimize bias in data collection, data analysis, and the presentation of findings.

The Doctor of Business Administration (DBA) process was extremely time consuming, tiring, intense, and in parts frustrating, but my appreciation of the effort and commitment required to be a scholarly practitioner improved as a result of the doctoral experience. The rigorous requirements of the program facilitated the strengthening of my research and writing skills and allowed me to gain an in-depth understanding of the strategies adult beverage leaders used to increase per capita consumption of rosé wines. Prior to the DBA experience, I considered myself to be an effective writer. During the process, I discovered that creative writing or writing for a Bachelors or Masters degree is

different from writing a DBA degree. I learned that I needed to improve the structure and organization of my writing to be considered a scholar.

Conclusion

Developing and executing successful marketing strategies is critical to increase per capita consumption of rosé wines in New York. Business leaders used segmentation to gain insights, and position products and services for market growth (Pomarici et al., 2017). Wine knowledge is used as a strategy for segmenting the wine market (Ellis & Mattison Thompson, 2018). The use of segmentation as a marketing strategy remains important as sub-categories like rosé wine heightens consumers' interest in wine, expands the wine category, and attracts new consumers.

Wines come from all over the world, and wine companies will invest in distribution and marketing operations to ensure that the brands purveyed are successful. New York is an influential state in the United States and a strong market base when wine business leaders consider and pursue market growth in the United States. As New York represents a potpourri of cultures, the challenge of breaking into this geographic territory and making an impact are key success factors. Many companies may experience challenges to (a) establish a solid operational foundation in keeping with legal regulations, (b) develop an efficient plan to segment customer and consumer markets, and (c) build a sound distributive network with effective customer and consumer engagement platforms. The results of this study may provide insight in surmounting these challenges.

The purpose of this qualitative single case study was to explore marketing strategies adult beverage leaders used to increase per capita consumption of rosé wines. The overarching research question was: What marketing strategies do adult beverage leaders use to increase per capita consumption of rosé wines in New York. Four managers of a wine company in New York participated in face-to-face online interviews. I applied methodological triangulation using company documents like past sales data, marketing presentations, and wine import statistics. Also, I applied member checking techniques to confirm the information I recorded. Also, past and current literature supported the data analysis and results of this study.

Post the analysis and coding of the data obtained, three themes emerged: (a) category growth and marketing strategy, (b) segmentation and consumer segments, and (c) customer and consumer engagement. Wine business leaders and professionals may use the information identified in the themes of this research study to develop, improve, and implement additional strategies to increase per capita consumption of rosé wines. The findings of this study were aligned with Smith's (1956) concept of segmentation and how the use of effective segmentation strategies improved customer targeting, sales, and consumption. How consumers behave in one geographic territory versus another and how lifestyle choices influence demand for rosé wines directly aligned with literature relating to geographic and psychographic segmentation and some of the successful strategies used to increase per capita consumption of rosé wines.

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Appendix A: Letter of Cooperation

Email Requesting Permission to Conduct Research Study

Date: March 14, 2019

The Managing Director

New York

USA

Dear Mr. XXXXX,

My name is Debbian Spence-Minott and I am a doctoral student at Walden University. I am conducting a study about strategies to increase per capita consumption of rosé wines in New York. I am inviting adult beverage marketing managers who meet the criteria of (a) a minimum of one-year experience in marketing adult beverages at a market leader level, (b) used successful marketing strategies to increase per capita consumption of rosé wines in New York, and (c) who speak fluent English to participate in the study. Since the data show an increased per capita consumption of rosé wines in New York, your consideration to allow me to explore your strategies used would be helpful information for this study. I have attached for your review my research Proposal that I request that you keep confidential.

If you agree to participate, I ask that you complete, print, and sign the attached Letter of Cooperation and return a signed copy to me via email.

Yours sincerely,

Debbian Spence-Minott

Letter of Cooperation

Adult Beverage Firm Name: _____

Contact Information: _____

Date: _____

Dear Debbian Spence-Minott,

Based on my review of your research proposal, I give permission for you to conduct the study entitled Strategies to Improve Per Capita Consumption of Rosé Wines in New York within the _____ (Organization's name). As part of this study, I authorize Debbian Spence-Minott (Student Researcher) to recruit, do on-site and/or Skype interviews, retrieve and use our company's non-confidential documents including internal newsletters, promotional materials, marketing plans and reports that could provide additional information for your study.

We at _____ (Organizations' Name) agree to the primary researcher's recruitment procedures below:

- ***Standard Procedure:** Before contacting participants, the researcher will obtain approval from IRB.*
- ***Recruitment:** After obtaining IRB approval, she plans to recruit participants by calling our offices in New York and ask to speak with the Trade or Business Development Manager, Commercial Manager, Regional Manager and Marketing Manager (the managers) and request the email address of each manager.*
- *After gaining access to emails or speaking with the managers, she will send out an email introducing herself and informing the managers that she is doing a study on Strategies to Improve Per Capita Consumption of Rosé Wines in New York.*
- *Her initial contact with the managers, she will ask for permission to explain the title, background, confidentiality, and the consent form.*

We at _____ (Organizations' Name) agree to the primary researcher's data collection procedures:

We understand that our organization's responsibilities include: Provide knowledgeable Managers, a secure and private interview location (if needed), resources, and any necessary needs to meet the researcher's data collection. We reserve the right to withdraw from the study at any time if our circumstances change.

I understand that the student will not be naming our organization in the doctoral project report that is published in Proquest.

I confirm that I am authorized to approve research in this setting and that this plan complies with the organization's policies.

I understand that the data collected will remain entirely confidential and may not be provided to anyone outside of the student's supervising faculty/staff without permission from the Walden University IRB.

Sincerely,

_____ (Authorization Official) Title _____

_____ (Email Address)

Walden University policy on electronic signatures: An electronic signature is just as valid as a written signature as long as both parties have agreed to conduct the transaction electronically. Electronic signatures are regulated by the Uniform Electronic Transactions Act. Electronic signatures are only valid when the signer is either (a) the sender of the email, or (b) copied on the email containing the signed document. Legally an "electronic signature" can be the person's typed name, their email address, or any other identifying marker. Walden University staff verify any electronic signatures that do not originate from a password-protected source (i.e., an email address officially on file with Walden).

Appendix B: Interview Protocol

Preinterview		Notes
Selecting Participants	Initial contact via email.	
	Information on research emailed.	
	Participant Identifier	
Setting Interview Time and Place	Closed environment within the organization as selected by the participant.	
	Interview time: approximately one hour.	
	There will be a gap of approximately 30 minutes between each interview or conducted on different days to protect the privacy of the participants.	
Building Rapport	Explain the purpose of the study and voluntary nature of the study.	
	The purpose of this qualitative single case study is to explore what marketing strategies adult beverage leaders use to increase per capita consumption of rosé wines in New York. I have worked in the adult beverage industry for over 12 years and found the use of applicable and aligned marketing strategies facilitated the increase of consumption of adult beverage brands. My purpose is to help other industry leaders gain an understanding of different strategies that could be used to grow the adult beverage business.	
	Participation is voluntary. The decision to participate does not impact the participant's current or future relationship with the researcher.	

Inform the participant to stop the interview if any discussion becomes offensive, threatening, sensitive, or degrading.

Inform the participant to enhance industry knowledge and establish best practice the participant should avoid providing a response based on perceptions of what the researcher may want to hear and ensure all responses are honest.

Explaining the Study and Consent

Participant agreed to participate in the study by replying 'I Consent' to the invitational email.

Recording the Interview

Record each interview

Interview

Introduction

Thank you for agreeing to participate in this research study. I have studied the literature and identified some of the most successful strategies to increase per capita consumption of adult beverages. The open-ended interview questions allow you to elaborate on how you, as a adult beverage manager, have increased consumption of your rosé wines portfolio within the adult beverage industry.

After the interviews, I will record my thoughts of the interview. I will transcribe the interviews and send you an email to verify the accuracy of all the information you provided.

Interview Questions

What are your most successful marketing strategies to increase per capita

Notes (Define abbreviated terms)

Nonverbal Notes

consumption of rosé wines?

What, if any marketing strategies, did not increase per capita consumption of rosé wines?

How were the marketing strategies to increase per capita consumption of rosé wines implemented?

What barriers, if any, did you encounter while implementing your strategies for increasing per capita consumption of rosé wines?

How did you address the barriers, if any, when implementing your strategies to increase per capita consumption of rosé wines?

How did you assess the effectiveness of your strategies for increasing per capita consumption of rosé wines?

What other comments do you have in addressing the strategies you have used to increase per capita consumption of rosé wines?

Interview Wrap Up

Thank Participant I appreciate you taking time out of your busy schedule to complete this interview. Your practices are important to the adult beverage industry. I will to ensure I have conveyed the meaning of your responses. I will transcribe the interview and synthesize the responses for your review and approval. I will email you with a synthesis of your interview to ensure my transcription is accurate. This process is called the member checking.

Member Checking Sent to participant via email

Member Check Email Thank you for taking time out of your busy schedule to validate the responses from our initial interview. I would like to ensure I accurately convey your meaning through the member checking process. Please review each question and your response.

Participants will need to respond to my email with corrections, comments or 'No Changes'. Reviewing interpretations should not take more than 30 minutes.

Interview Question	Synthesis of Response	Accurate Y or N (Did I miss anything)	Additional Information (Anything you would like to add)	Additional Questions after Synthesis
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What are your most successful marketing strategies to increase per capita consumption of rosé wines?

What, if any marketing strategies, did not increase per capita consumption of rosé wines?

How were the marketing strategies to increase per capita consumption of rosé wines implemented?

What barriers, if any, did you encounter while implementing your strategies for increasing per capita consumption of rosé wines?

How did you address the barriers, if any, when

implementing
your strategies to
increase per
capita
consumption of
rosé wines?

How did you
assess the
effectiveness of
your strategies
for increasing per
capita
consumption of
rosé wines?

What other
comments do you
have in
addressing the
strategies you
have used to
increase per
capita
consumption of
rosé wines?