



The Success Factors of wine tourism entrepreneurship for rural area: A thematic biographical narrative analysis in Turkey

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ARTICLE INFO

Keywords:

Cultural tourism
Wine tourism entrepreneurship
Rural town
Lycia region
Biographical narrative analysis

ABSTRACT

The study aims to determine the key issues and challenges in wine tourism entrepreneurship and to identify the behavioral, cultural and strategic success factors underlying the development of wine tourism. A biographical research has been used to encompass the total life of a wine tourism entrepreneur in rural area in Turkey named Elmali town. Through the use of thematic biographical narrative analysis, four primary dimensions have been determined namely; personal characteristics, the strategic perspective, cultural, historic and geographical attributes of the region, and problems of business succession. Associated with these were 23 sub-dimensions. The study also found evidence of how niche tourism ventures such as wine tourism can invigorate a local agricultural economy and stresses the importance of small tourism enterprises successfully complementing each other to create a strong local destination image.

1. Introduction

It has long been recognized that tourism generates potential contributions to the economies of developing countries (Mathieson and Wall, 1982). Nonetheless, for new regions seeking to enter the tourism market it needs to be recognized that competition is intense as other destinations possess an established infrastructure and proven links to the existing chain of distribution. Consequently, many such new regions are turning to cultural tourism, however defined, for at least three reasons. First, it is often argued that cultural tourism is a market niche attracting growing interest from tourists (Silberberg, 1995). Second, culture can be specific to a given destination or group of people, and hence it becomes possible to capitalize on this to create differences unique to that location. In the language of marketing, it becomes a “unique selling proposition” (Silberberg, 1995). Third, in the globalized economy it has been argued that people seek experiences. Pine and Gilmore (1999) suggest that experiences that are unique and affective can be successful and memorable for guests, and hence it is suggested that cultural tourism products can easily create such experiences that possibly contain the potential to be cathartic. One such example is the emergence of Zen Buddhism stays in China as described by Jiang et al. (2018).

In those regions of the world that possess a Mediterranean climate, wine and wine making has become an inherent part of local culture.

Consequently, based on growing incomes and the increased global consumption of wine, a number of new wine tourism destinations have entered the tourism market place (Hall et al., 2009). This paper reports the evolution of wine tourism in the Turkish town of Elmali sited 110 km west of the major tourism zone of Antalya. Antalya is primarily a sun, sea and sand destination, but its evolution follows the path of many such cities as a need arises for day trip destinations away from the coast as tourists seek an activity away from the sun loungers and swimming pools. That process of the travelling tourism periphery has been long established in the literature (Ash and Turner, 1976; Miossec, 1976, 1977). As new destinations emerge, so too in time do these satellite attractions, evidenced by the agricultural communities of Cam Thanh and Cam Chau. These “piggy back” on the coastal destination of Danang and the World Heritage Site of Hôi An in Vietnam (Trinh et al., 2020), thereby perpetuating a spatial extension of tourism. However, as Trinh et al. (2020) describe, a key factor in such initiatives are the social and capital resources possessed by local entrepreneurs, many of whom are family operated businesses. Hence this study examines the ways in which the Turkish agricultural sector has responded to the perceived opportunities tourism offers by creating an agricultural tourism product based on viticulture. In doing so it also draws attention to the role of small, often family based companies and the business processes they adopt. On the basis of the aforementioned discussions, the study's

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<https://doi.org/10.1016/j.jrurstud.2021.04.021>

Received 11 January 2021; Received in revised form 11 April 2021; Accepted 30 April 2021

Available online 10 May 2021

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research question and sub-research questions are as below;

RQ. What are The Success Factors of Wine Tourism Entrepreneurship for Rural Town?

Sub-RQ1: What are the features related with Entrepreneur of the region in wine tourism?

Sub-RQ2: What are the characteristics of Strategic Entrepreneurship of the region in wine tourism?

Sub-RQ3: What are the attractive Strong Identity Items of the Region in wine tourism?

Sub-RQ4: What is the continuity Problem of the Region in wine tourism?

2. Literature review

2.1. Wine tourism

Wine tourism sometimes referred to as Enotourism (Serra et al., 2010; Bibicioiu, and Cretu, 2013) is a tourism product in its own right, but equally connects to agri-food and cultural tourism. The contributions that wine tourism can make include: creating an alternative activity within a destination's tourism sector, provide support within destinations for small and medium sized enterprises offering complementary products such as souvenirs and catering, an increase in sales, brand awareness and marketing contributions for wine operators, an improvement in the quality of life and local economy of local residents, the provision of employment for indigenous people, the generation of tax revenue to fund investments that will support the rural economy, and the creation of economic contributions for local and regional stakeholders (Gomez et al., 2015b; Williams et al., 2006; Tassiopoulos and Haydam, 2006; Carlsen and Charters, 2006). While wine tourism has become a better established tourism niche, 80% of the world's wine is produced by France, Italy, Spain, America, Argentina, Australia, Germany, South Africa, Chile and Portugal (www.winefolly.com, June 15, 2016).

The establishment of wine tourism as a product is evidenced in the trade press by surveys of readers to state their favorite wine destinations. For example the subscribers to *Wine Spectator* selected Burgundy (France), Bordeaux (France), Tuscany (Italy), Napa (USA) and Sonoma (USA) as favorite wine destinations (Getz and Brown, 2006). Readers of *WineMag* selected Las Vegas (USA), Margaret River (Australia), Alto Adige (Italy), Paso Robles (USA), Basque Country (Spain), Franschhoek (South Africa), Alentejo (Portugal), Burgenland Austria, Ashland (USA) and Bordeaux (France) (www.winemag.com, June 07, 2016). However, what is of note is that countries not associated with a long-established wine culture are also generating wine tourism based in part on the novelty of wine not being traditionally connected to that region. Such initiatives offer wine and cultural tourists a taste of the new. Hence Zhang et al. (2013) describes the emergence of Chinese wine tourism and Bibicioiu and Cretu (2013) highlight developments in Romania.

As noted above, globally, the number of trips to wine destinations has increased and these trips have significantly contributed to the economic and social wellbeing of rural areas (Xu et al., 2016; Byrd et al., 2016; Gomez et al., 2015a; Sharples, 2002). Wine production, which has become a lifestyle for many countries, especially in the Mediterranean, has traditionally been viewed separately from other farm based rural activities (Hall and Mitchell, 2010), and has become a popular tourism niche since the 1990s (Getz and Brown, 2006). In the literature, wine tourism is generally defined as visits undertaken with the purpose of experiencing wine houses, wine workshops, wine festivals, wine activities, wine tasting and/or wine destinations (Hall et al., 2000). Motivations for wine tourists include wine tasting, participating in wine tours, meeting wine producers, buying quality wines, dining at wine restaurants, socializing with family and friends, following the wine routes and participating in wine events (Byrd et al., 2016; Alebaki et al., 2015; Gomez et al., 2015a; Alabaki and Iakovidou, 2010; Fraser and

Alonso, 2006; Tassiopoulos and Haydam, 2006; Roberts and Sparks, 2006; Hall et al., 2000). Within these motivations, wine tourists are looking for authentic and individualistic experiences.

2.2. Wine tourism entrepreneurship

The concept of entrepreneurship, which is the locomotive of economic, social, cultural and political life, has started to gain more importance together with the transition from industrial society to information society, and it has been a concept that many theorists have tried to define from the Middle Ages to the present. Entrepreneurship has been one of the most attention-grabbing subjects of both business and economics literature (Casson 1990). Cantillon was the person who made a great contribution to the field of entrepreneurship and even used the concept of entrepreneur in economic terms for the first time. According to Cantillon, the entrepreneur is the person who does business under conditions of uncertainty (Cited by Van Praag, 1999). Jean-Baptiste Say (1971), one of the leading figures in entrepreneurship literature, described the entrepreneur as both a coordinator and a leader and manager within the company. Moreover, the entrepreneur has been described as the person who have both risk-taking and managerial attributes by Say (1971) who emphasized the managerial role of the entrepreneur (cited by Gartner, 1988). According to Marshall (1930), one of the pioneers of neoclassical approach in entrepreneurship literature, the duty of the entrepreneur is to produce goods and services and also to offer innovations and methods. The entrepreneur directs the production, undertakes the business risk, coordinates the capital and labor force, and besides this, becomes both a producer and an employer. Similarly, in his book called "*die protestantische ethik und der geist des kapitalismus*", which was published in 1905 for the first time, Weber (2015), one of the most prominent figures in entrepreneurship literature and one of the most important contributors to the literature, states that a rational capitalist is always in the pursuit of renewed profit, that is "productivity". By describing the entrepreneur as an innovative person, Schumpeter (2017a; 2017b), one of the most important figures in entrepreneurship literature, defines the entrepreneur as the person who makes innovations to make profit. Moreover, characteristic features such as being creative/innovative person, analyzing the opportunities, creating values, taking financial, social and psychological risks, having a visionary view and so on has been highlighted in the literature (Rusu et al., 2012; Ülgen and Mirze, 2004; Thompson, 1999).

Entrepreneurship is considered as a central force of economic development (Lordkipanidze et al., 2005), as a global phenomenon, constituting a significant role in economy. Entrepreneurs invest in the local area in accordance with their business ideas. Entrepreneurship is the control and deployment of resources to create an innovative economic organization (or network of organizations) for the purpose of gain or growth under conditions of risk and uncertainty (Dollinger, 2008). Tourism and hospitality is a huge global industry with high employment rates at all positions for various qualified and unqualified skill levels. It, also, has considerable economic benefits and employment opportunities to many other sub-sectors and related industries. It is not only a very dynamic sector providing endless new opportunities to already exiting SME's (small and medium-sized enterprises), but it also welcomes many entrepreneurial and innovative new ventures and different forms of new businesses. Thus, from all these perspectives, it is quite appropriate to gather that tourism and hospitality goes beyond the classical norms of management by being suitable to creative entrepreneurship processes with unique marketing and new management application approaches specific to the industry which is a missing point in the literature (Pinar, 2015: 35). In rural areas, entrepreneurs have a significant importance for rural development. The tourism potential of rural areas represents a source of opportunities for entrepreneurship that can enhance regional development (Dana et al., 2014). Providing the services and tourism products to satisfy the tourism demand, the wine tourism entrepreneurs impact the rural development as well as contributing the image of the

region by investing in the local values. This is an important issue, as the researches have tended to reject the idea that wine tourists only focus on wine tasting, and commentators have emphasized the necessity of adding a range of wine-related content (Byrd et al., 2016; Tassiopoulos and Haydam, 2006). Consistent with the notion that wine tourism entrepreneurship can be associated with “*cultural, food and rural tourism*”, various authors have noted wine tourism experiences include the arts, cultural tours, wine education, production activities, original food, scenery, and of course events and festivals (Byrd et al., 2016; Güzel and Gromova, 2016; Roberts and Sparks, 2006; Carlsen and Chartes, 2006; Getz and Brown, 2006; Chartes and Ali-Knight, 2002; Dowling and Getz, 2000). These perspectives have many implications for entrepreneurial initiatives as businesses must consider not only the quality of wine *per se* but the authenticity of traditions, the creation of wine ambience, the physical nature of buildings, the service orientation of staff and their professional qualifications, event management, relationships between wine and cuisine, and in some instances the history and stories associated with accommodation. (Byrd et al., 2016; Alabaki and Iakovidou, 2010; Roberts and Deery, 2008; Griffin and Loersch 2006; Mitchell, 2006; O'Neill et al., 2002).

Pratt (2014) investigated the functional and emotional properties of wine destinations and identified seven dimensions for wine tourism entrepreneurship success. The first is the effective wine experience. This experience must evoke a sensation of excitement, escape and indulgence. The second dimension comprises the wine tasting, the purchasing of quality wine, and staff who have knowledge of wine. The third component is the social experience and consists of entertainment, stimulating atmosphere, socializing, festivals and activities, and group tours. The fourth dimension is that of environment and comprises a relaxing rural atmosphere, attractive landscape and clean surroundings. Next is the dimension of wineries, their fame and significance. Food and culture create the sixth dimension, and consists of elegant restaurants, art galleries and antique shops. The last is wine region itself and the creation of well-organized wine routes.

For their part, Dodd and Beverland (2001) propose a five-stage wine-tourism life cycle: investment in wine, promotion of wine, regional recognition, maturation and regression. In the initial stages there is thought to be little recognition of the wines, and a region has few wineries and networks are embryonic. In the second stage, only a few guest activities may be provided, any network of cooperation is newly established and the primary focus is on quality production. In the third stage of regional recognition, public awareness eventuates due to cooperation between public agencies and private companies as production yields also increase. Once this critical mass is achieved, international recognition can eventuate. In the maturity phase, wine tourism is enriched with festivals and special events, but additional growth in accommodation provision may begin to slow. In any subsequent decline networks and productive capacity begin to fail (Dodd and Beverland, 2001).

Like many such life cycle descriptions, the stages are not automatic, and the description does not provide details of the transition from one stage to another. Such transitions depend on cultural possibilities, geographical facilities, the nature of cooperation and the organizational capabilities of the wine entrepreneurs and the support they may attain (Williams et al., 2006). For Gomez et al. (2015a), a key to success within a destination lies in cooperative action that defines and strengthens the brand identity of a wine destination. To achieve this different studies have identified the need for cluster planning between stakeholders, and the establishment of information networks for the development and promotion of the region. In addition the needs and expectations of tourists should be well analyzed, and informed, and an economic synergy created between supply and demand (Asero and Patti, 2009; Tassiopoulos and Haydam, 2006; Mitchell, 2006; Dodd and Beverland, 2001; Hall et al., 1997, 2000; Tassiopoulos and Haydam, 2006, 2006).

Examples of such policies can be found in Australia where a network of cooperation has been established between wineries, tourism

authorities and government officials (Boatto et al., 2013). Gomez et al. (2015a) emphasize the necessity of creating brands related to origin in the wine industry, and beyond this necessity, establishing certified manufacturing centers and authentic destinations for global branding. Many of these recommendations require sets of skills on the part of wine producers, and this is especially the case when considering locations in developing economies. Questions thus arise as to where and how do entrepreneurs acquire the skill, knowledge and capital required to initiate the policies indicated above. An even more fundamental question is what even motivates them to move into eno-tourism, and to what degree might they be successful?

3. Methodology

3.1. Research sample

The primary research objective was to identify the behavioral, cultural and strategic characteristics of wine entrepreneurship in rural areas. Within this context, the wine entrepreneurship in the Mediterranean region has been scanned. A single wine producer named “Likya Winery” was discovered in Antalya in the Mediterranean region. This wine production center is located in the rural area named Elmalı in Antalya. The fact that being the only wine entrepreneur and the founder’s education background, Likya Wine Business was chosen as the sample. The Likya Winery brand was established in 1999. The entrepreneur took his undergraduate and graduate degree in England and America on the Economy and International Business Department. In 1999 he started investments in viticulture by exploring the district of Elmalı in Antalya. Because the wine production is a cultural heritage in Elmalı from Hittites and Lycian people. Elmalı which was named Wiyanawanda (city of wine) during the Hittites period and Oenoanda (city of wine) by the Lycians in the history. The entrepreneur decided to produce wine and in 2007 he founded the Lycian vineyards after taking education on wine production in England. Lycian Wines has pioneered the start of wine production in the Mediterranean region. Cabernet Sauvignon, Merlot, Syrah, Malbec, Pinot Noir, Chardonnay and Sauvignon Blanc are grown in the 420-acre Lycian vineyards. The entrepreneur won over 150 medals on the international wine competitions. In addition, the entrepreneur received the Ansiad (Antalya Industrialists and Business People Association) entrepreneur award in 2010 and the Ansiad business man award in 2017.

3.2. Research area

Turkey is a country possessing destinations with wine tourism potential. It possesses an appropriate climate and soils, and locations where wine production has been undertaken for approximately 7000 years (Ozay et al., 2005). The emergent wine tourism destinations in Turkey are found in Cappadocia, Sirince, Pamukkale, Bozcaada, Diyarbakir, and Elazığ. The research area for this study is the Elmalı district of Antalya. Elmalı has a history that dates to Roman settlements in the plains on which the town is situated, and falls within the province of Antalya, but has not hitherto been strongly associated with Turkey’s wine production.

Elmalı, located in the region defined as Likya in ancient sources is the oldest settlement of Antalya. Its apogee was during the Seljuk (c. 1060–1200 AD) and Ottoman periods (c. 1300–1922 AD) when it was the most developed region of those times. The town still retains features from these periods and reflects Anatolian cultures with its old bazaars, closed bazaars, authentic wooden houses, and narrow streets. These features combined with its cooler summer climate, and landscape of cedar forests hint at a significant tourism potential. Today the town has a population of approximately 14,000, and the wider district has about 36,000. Lying some 110 km west of Antalya, the town possesses the nickname of “The Motherland of Treasures”. Like many small towns of Turkey’s hinterland, there is a need for additional means of wealth

creation to avoid emigration of the young, and, as in many places, tourism is perceived as a means by which employment might be created. Hence efforts are being made to create the area as a location for day visitation from the coastal resorts, and wine tourism has been identified as one component of such visitation.

3.3. Thematic biographical narrative analysis

The induction approach has been adopted in the absence of an advanced theoretical background pertaining to small scale wine entrepreneurship. There is no predetermined theory or hypothesis in the induction approach. A qualitative research approach based on thematic biography narrative was adopted as there is only one winery brand in the area. This method seeks to record the personal experiences of individuals combined with a broad understanding of the context (Reissman, 2008). It is a social science approach by which the researcher examines the lives of individuals and encourages respondents to tell individual stories about their own lives (Creswell, 2016: 15–16). Such biographical studies can be described as a narrative survey in which the researcher records another’s life experiences (Creswell, 2013:73). The information obtained from the individual is then often re-narrated or told by the researcher in a narrative chronology. The approach is associated with an interpretative research paradigm in that the final story is a collective narrative in which the participant and the researcher’s ideas about their own lives are integrated (Creswell, 2016: 15–16). However Butler-Kisber (2018) stresses that the thematic narrative technique stands separate from interpretivism through its combination of classification of themes, creation of narrative and the “arts-informed” imagination and ability to emphasize with informants. Hence Salmon (2008) suggests that not only do biographies connect events in a meaningful way, but also reveal through these connections wider trends in the outside world (Salmon, 2008). In short, the principle behind this approach is that the social world can only be understood from an insider’s point of view that possesses first-hand knowledge of the investigated subject. It is thus essential to access and enable the prime informants to reveal the main story (Burell and Morgan, 1979; referred to by Gölbashi, 2004: 147–152). Like similar methods, while the data revealed as rich, there remains the question of to what extent it is possible to create generalization, and therein the task of the researcher is not only to obtain information but also to interpret and contextualize in ways that permit application of any principles discerned.

3.4. Data gathering

Semi-structured interview forms were used during interviews with the winery entrepreneur to ensure that the interviews were consistent regarding subject matter relevant to the research topic. As stated in the introduction to the study, the two basic research questions are: “What is the importance of wine tourism in Elmalı?“, and “By what means was this success achieved?“. This latter question hones into entrepreneurial practices that might be repeated in the future. Consequently, the questions identified as being important included:

- 1) Could you briefly describe the foundation and life story of your business by highlighting the significant events?
- 2) Which regional environmental, socio-cultural and historical opportunities have shaped your enterprise, and how are these related to the dynamics of region?
- 3) To what extent has cultural identity items determined your investment plans? What actions account for the importance of the business today? On which strategies are you focusing for the future?
- 4) How might you sustain the viability of wine tourism in the future?

During the interviews, the participant was asked to explain his biographical experience/story about winery entrepreneurship and permission was obtained to record. The data was collected through three

interviews face to face between April and June in 2019 in winery center. The interviews lasted between 30 and 60 min.

3.5. Data analysis

Data analysis followed the procedures suggested by (Creswell (2009), namely: a) recorded data were input into Word files as raw data, b) these data were complemented with data derived from observation and secondary documentation, and c) a process of categorical coding was commenced to determine common themes with descriptive analysis. The researchers seek to compose a meaningful structure from the data gathered, and thus proceeds to build a theory premised on these data (Yüksel and Yüksel, 2004:58). In this case, the researchers followed the process suggested by Yıldırım and Şimşek (2011), namely to undertake a thematic analysis and identify basic dimensions and offer interpretations of those dimensions. Dimensions were determined by using both data and literature. The dimensions were first individually identified by the researchers, then the themes were compared by another volunteer researcher.

3.6. Validity and reliability

The identification of criteria to test and establish the internal and external validity, and reliability of any data are key to any process of possible generalisation. Internal validity requires the researcher to clearly identify any assumptions present, and how the data obtained tests those assumptions (Yıldırım and ve Şimşek, 2011: 291). Consequently, research methods are described and direct quotations used in the text. These statements have been confirmed by informants as correct representation of their experiences and views. Yıldırım and Şimşek (2013: 292) continue to suggest that external validity is related to the generalization of research results. Naturally, there is no statistical generalization in the study, and hence an analytical generalization is undertaken. The reliability of the study is shown by comparison with other studies, in that if similar results occur when a study is repeated in the same way by another researcher, the accumulation of evidence creates a database that others can use.

4. Findings

Findings obtained as a result of descriptive analysis of the data obtained by interview are presented in Table 1. As shown in Table 1, the conceptual structure of wine tourism and wine entrepreneurship in the region is composed of twenty three sub-dimensions with four main dimensions. The first main dimension is entrepreneurship. The sub-

Table 1
Main and sub-themes affecting wine entrepreneurship.

Entrepreneurship	Strategic Entrepreneurship	Attractive Identity Items of the Region	Continuity Problem
Imagination and Perception	Ability to Create a Vision	Geographical Richness	Lack of Promotion and Indifference of Stakeholders
Creative-Innovative Attack Behavior	Self-Questioning and Developing	Climate	Over Growth
Bellicosity	Ability to See Opportunities	Fertile Land	Changes in State Policies
Passion Courage and Risk	Social Contribution Innovation-Being Open to Innovation Business Growth and Diversification	Air Quality Cultural Richness Protected Architectural Richness Rich Cultural Heritage	
Diligence	Being Flexible		

dimensions of the entrepreneurial theme are composed of imagination and intuition, creative-innovative-attack behavior, bellicosity, passion, courage and risk and being diligence. The sub-themes of strategic entrepreneurship, the second basic dimension, are the ability to create vision, self-questioning and developing, the ability to see opportunities, social contribution, openness to innovation and innovation, business growth and diversification and being flexible. Under the basic dimension of the attractive strong identity items of the region are geographical richness, climate, fertile soil, air quality, cultural wealth, preserved architectural wealth and rich religious heritage. Another theme achieved is the continuity problem. Under this theme there is the lack of publicity and the interest of stakeholders, overgrowth and changes in government policies.

The entrepreneurship dimension which is the first main dimension, is behavioral features that characterize the profile and entrepreneurial behavior of a wine entrepreneur. In the study, quite rich data on entrepreneurial characteristics was achieved. As a result of the findings, the findings indicate that the strongest and most significant theme in the story of business is the entrepreneur. Indeed, the entrepreneur is creative and innovative person who is able to discover opportunities and differences, able to transfer opportunities to ideas, finds the necessary sources to develop the opportunities, creates value with his effort and skills and who may able to undertake financial, social and psychological risks, able to make innovation in an uncertain environment (Schumpeter 2017a, 2017b; Rusu et al., 2012; Thompson, 1999; Cantillon, 1979). When all these features are taken into consideration, it is seen that the entrepreneur carries the basic entrepreneurial features and clearly shows the attitudes and behaviors of “imagination, intuition, creativity, innovation, pioneering behavior, intimidation, passion, courage, risk taking and diligence”. The wine entrepreneur, who started with imagination and relied on his perceptions, succeeded in meeting the principles and managed to handle the challenges. It is his/her passion for wine entrepreneurship that drives him/her to show behavior and attitude in this direction and to take risks. These characteristics of the entrepreneur show a great parallelism with the definitions of theoreticians and the gurus of the entrepreneurship literature such as Cantillon (1979), Schumpeter (2017a), Weber (2004), Marshall (1930) and Knight (1971) who emphasize the risk taking characteristic of the entrepreneur. The meanings or contents of these features related to the founder are presented in Table 2 with sample quotations.

These findings on entrepreneurship show that passion, struggle, courage and undertaking risk are necessary for success. They are first in the region and exhibit a sense of innovation when it comes to introducing and fulfilling them. The following are some of the developments that have been made in the framework of the research question of working in this context.

- The main actor in the wine tourism business is the entrepreneur who initiates the life course of the business. Within this framework, an entrepreneurial attitude should be exhibited that sees opportunities in the region, shows its creativity, takes courage and risk, aims to bring innovation to the region, has high motivation, decisiveness to struggle, who is capable of coping with challenges.
- Imagination, belief and passion are important values for the investor. Being able realize the “first/pioneer” and to work without giving up on this path, to pay great effort to work are the main issues on agenda.

Strategic entrepreneurship is the second determined main dimension. Casadesus and Masanell (2010) highlight that the strategic entrepreneurship is defined as the competitive, distinguishing and advantageous structure in the literature. Strategic entrepreneurship is expressed as an organizational process that involves a number of activities to ensure and maintain a competitive advantage. There are some factors that should be considered before the entrepreneur establishes his/her own business. Deciding to the market, sector, products, services,

Table 2
Features related with entrepreneur.

Features of Entrepreneur	Meaning	Quotations
Imagination and perception	The role of imagination and perception in business building	“My entrepreneurship story began with imagination. There were excellent wines made from fine grapes that were harvested from those green vineyards in my dreams. I realized my dreams starting from this point.”
Creative-innovation-attack behavior	Being open to new ideas and opinions and having accomplished firsts in certain areas	“You can be surprised when wine making is mentioned in the Mediterranean region. Because there is no viticulture activity in this region. However, when ancient period was examined, there was a region that gave the name of the wine and took its name from the wine. So we created a wine brand that was born out of this hidden city. The traces of history have been my road map in my entrepreneurship” “Most importantly, we discovered Acikara grape which is endemic from the single leaf in the region, and we multiplied this grape from a single leaf. This Acikara wine which takes high notes from experts, is only produced here in the world.”
Bellicosity	Decisiveness to deal with difficulty and the determination to fight against financial and other challenges	“I have come out of my dreams for about ten years, coping with difficulties, but not giving up, consulted by professional experts”
Passion	Passion and enthusiasm for wine entrepreneurship	“I made the necessary investments after I return to Antalya following the trainings I had attended abroad. I have been excited to see the growth of my vineyards for five years by not giving up my passion and belief in this work”
Courage and risk taking	Taking bold decisions in accordance with environmental conditions and taking the risks on the way believed.	“I started a difficult journey by risking all my financial resources in a way that I believe”
Industriousness	Desire for endless training and research on the subject	“I studied abroad on wine developed myself on this subject. I still feel the endless energy on how to make the best wine and how to improve myself.”

managing style of the operations and technology and so on could be mentioned as the factors. Similarly, according to Ireland and Webb (2007), the effective strategic entrepreneurship leads to the development of a different combination of both efficiency and activity-driven innovation for businesses, and also constitutes the source of a sustainable competitive advantage for businesses. As seen in Table 3, the strategic entrepreneurial features that play roles in the investor’s success have emerged as “having a vision, being able to see opportunities, self-questioning and developing, social sensitivity, social contribution, innovation, being open to innovation, business growth and diversification”. According to Ireland et al. (2003), Hiitt and Duane Ireland (2017), Hiitt et al. (2001), Ireland et al. (2002), the entrepreneurs create wealth by revealing what opportunities are, and then provide a competitive advantage in order to evaluate them. Strategic entrepreneurs create

Table 3
Characteristics of strategic entrepreneurship.

Characteristics of Strategic Entrepreneurship	Meaning	Quotations
Ability to create a vision	To have predictions about the future, able to see the future	<i>“Elmalı is a city with incredible history, geographical and cultural traces. By recognizing these values, we are always convinced that our entrepreneurship will be successful and that we will realize our dream.”</i>
Self-questioning and improving	Desire for endless training and research on the subject	<i>“I studied abroad on wine developed myself on this subject. I still feel the endless energy on how to make the best wine and how to improve myself”</i>
Ability to see the opportunities	Opportunities and threats in environment	<i>“I have seen Elmalı’s historical and cultural depth and believe that values will significantly contribute to me”</i>
Social contribution	Contribution to local development	<i>“In order to produce affordable wine we also purchased equisetum arvente grape from local producers and produced equisetum arvente wine. In addition, the local women began to cook for the incoming tourists. This attitude has also contributed to the employment and economic development of local people.”</i>
Innovation-being open to innovation	In search of innovation in its activities	<i>“Most importantly, we discovered the Acikara grape from the single leaf left in the region and multiplied the grape. This Açıkara wine which takes high grades from the experts, is only produced here in the region.”</i>
Business growth and diversification	Increasing production capacity and product diversification	<i>“When we started to produce wine, our goal as an enterprise was not to enter into price competition with big brands but instead to stay as boutique and local wine producer. However, due to market conditions, we had to grow twenty-five times in the first five years, contrary to what we had planned. With this obligation we have increased our production capacity and therefore our vineyard. We are now producing in 400 acres of vineyard. We produce wines for different price segments. Focusing on local wine making, we have raised the endemic Acikara grape from a single leaf and have increased vineyard four times and presented to market from higher prices.”</i>

richness by revealing what opportunities are and then gain competitive advantage by evaluating them. Findings show that wine entrepreneur has strategic entrepreneurial as well as strategic thinking. The most prominent features in this context are “having a vision and able to see the opportunities in the region”. The investor had well analyzed the historical, geographic and cultural features of the region, presented a product that had not existed before in the region, examined how to utilize the richnesses of the region and became a first in the region through investment. At the same time, it became a social sample in the area and provided benefit in social and economic aspects to community/local people. At this point, it was observed that the investor contributed to the local and international recognition of the region.

Here are the predicted assumptions as the result of findings related with entrepreneurship:

- It is adopted as a strategic orientation to create vision in wine tourism, to see opportunities, to constantly learn and to believe in the power of learning, to show innovative and pioneering behaviors inside the enterprise.
- Entrepreneurial leadership feature in wine tourism comes forth and also behaviors like continuously relocating the business and able to see the opportunities and capturing the advantages are at the forefront. These findings show that the entrepreneur adopts the factors shaping the business environment and create rapid and striking changes in the business environment. As is known, the innovation is the key function of the entrepreneurship process. Concepts such as creativity, risk taking, development, change are the dimensions of innovation. In this context, it is seen that the wine entrepreneur in this study enforces the creative thinking from the imagination stage to systematic, logical, applicable, and sustainable stage (Dean and McMullen, 2007; Cohen and Winn, 2007).

Another dimension obtained in the context of research findings analysis is the attractive strong identity items of the region. The statements regarding the determination of which environmental, socio-cultural and historical key issues and challenges lead to the initiative of the entrepreneur through the questions directed in order to understand the dynamics of the region and the local conditions of the region are shown in Table 4 both with meanings and quotations. The determinations show that wine entrepreneurship is interconnected with socio-cultural and natural dimensions. The enterprise maintains a living together with the cultural and historical structure of the region in which it resides, indicating that these characteristics are virtually indispensable social capital for business.

Based on the above statements of the entrepreneur, the results of the findings of the dynamics of the region show that the main factors that make wine tourism come into being are climate and natural richness and that other historical and cultural richness depending on these factors constitute an important element of wine tourism. According to these determinations;

- The natural, social and cultural characteristics of the context in which wine enterprises are located contribute to the institution’s accumulation of social capital. This accumulation accelerates the region and the operation and affects its activities positively.
- The features that characterize the region make the region visible.
- Urban texture is an attraction issue for tourists.
- Wine tourism increases the effectiveness of promotion of region and the country. These determinations show the entrepreneur’s social entrepreneurship between his commercial entrepreneurship characteristic. One of the most important features of social entrepreneurship is the innovation. It shows that the entrepreneur can create value for the society and the region in the social sense while making a profit (Martin and Osberg, 2007).

The final dimension to the entrepreneurship of wine tourism in the research has been the problem of continuity. Contrary to the periods when the competition is limited and the local markets are the target market, today’s enterprises have to be able to manage change in order to maintain the continuity of the enterprises. There may be several reasons for the enterprises which he has to face with continuity problem. The findings of this research show that changes in state policies can predict economic crises as the main arguments underlying the problem of continuity of uncontrollable competitive structure.

As shown in Table 5, one of the most obvious consequences of the researching wine entrepreneur’s growth strategies is the tendency to remain boutique and private enterprise with limited growth. This preference seems to be related with the thought of entrepreneur.

Table 4
Attractive identity items for the wine tourism destination.

Local Richness of Region	Meaning	Quotations
Geographical richness	Availability of existing geographical dynamics in wine entrepreneurship	<i>“The region is very special for viticulture. When we look at the dynamics of the region, the success of the wine can be achieved thanks to opportunities that geography offers you.”</i>
Climate	Competence of climatic conditions in the region for wine entrepreneurship	<i>“It was the climate conditions. It is possible to combine all the characteristics of climate in Elmalı. The region has become the vineyard at the most south of Turkey and also with the highest altitude. Difference in day and night temperature is up to 30 degrees. Furthermore, the region has an atmosphere composed of Mediterranean, Aegean and continental climates.”</i> <i>“Along with Taurus that intersect the winds, we can get wine that gives the flavor out of the barrel without using barrels. That is the blessing of the climate to us.”</i>
Fertile land	Soil quality in the region	<i>“Surrounded by high mountains on four sides, this plateau has very favorable climatic and soil conditions for wine viticulture.”</i>
Air quality	Available and clean air for grape producing.	<i>“In addition, there are forests composed of two thousand years of Taurus cedars, surrounding the region. The forests provide a very clean and high quality air circulation since they filter the air.”</i> <i>“Because the flavors of Çamkıyusu and Çikılıkara forests pass through the grapes, a different aroma is obtained in the wines. This localizes the taste quality of our wines.”</i> <i>“However, Avlan and Karagöl lakes balancing the hard climate in the region regulate the moisture balance. All these mentioned environmental and climatic conditions have made the region attractive for investment in wine production.”</i>
Cultural richness	Historical values, local cuisine, hospitality, local culture, local presentation	<i>“Elmalı is a region that had witnessed civilizations throughout its long and rich history. The history of the process begins with the Lycians”</i> <i>“In addition, ElmalıLıkya Archeology Museum, Kızılbeli Tombs, Lycian Way, Ivory Woman with Child Sculpture, Silver King Sculpture, Leblebiciler and Helvacılar bazaar, Semahöyük Cube Tombs, Yapraklı Village Written Rock, Armutlu Village Rock Tomb, Söğle Plateau, Historical beehives, Green Plateau Oil Wrestling, Cedar forests are natural and historical richness of the region.”</i> <i>“Elmalı is a rare city with local food and local drinks. The presentation of local food to coming visitors is mostly undertaken in mansions.”</i>

Table 4 (continued)

Local Richness of Region	Meaning	Quotations
Protected architectural richness	Protected local texture, local houses, local architecture	<i>“Elmalı, was an advanced place in terms of culture, art and trade during Seljuk and Ottoman periods. We still can see the traces of these features. We see a typical Anatolian town with preserved Ottoman architecture. This is very important. Because the deformations in the cities are not yet observed in Elmalı.”</i> <i>“Safranbolu and Beyazari houses come to mind when houses with bay windows are mentioned. However, Elmalı is a city where houses with bay windows and Ottoman mansions have been protected.”</i>
Rich cultural heritage	Rich religious tourism potential, important religious figures	<i>“The house where Elmalı Hamdi Yazır was born has been transformed into a museum. There are also Vehabi Ümmi Mausoleum and Sinani Ümmi Mausoleum.”</i>

In the mission of the business, product diversification and innovations shall be followed rather than growth and enlargement. Business growth is not a matter of increasing the volume of current business, but more product variety. However, it is observed that market and competition conditions require the management to take different rational decisions.

The most important problem for wine tourism is to provide continuity. Inability to understand or perceive the characteristics of the context in which the wine operation is based, especially the problems of publicity, policy errors, management mistakes create the problem of continuity. These factors prevent the problems from being overcome. The findings obtained in connection with the theme of the problem of the continuity are as follows;

- The most important problem in wine tourism is the recognition of the region where they are located.
- Presentation of the region is important for success of wine tourism.
- Strongly adopted and supported by tourism actors, which contributes to the recognition of tourism, employment and economic life, stands out as the basic element providing continuity.
- Wine tourism positively affects other tourism varieties as a supporting and integrating element.
- The fact that wine tourism can take a more active place in the alternative tourism market can create support for the development of alternative tourism types.
- Excessive competition in wine tourism necessitates growth.
- Taxes and sanctions imposed by the state reduce the competitive power of the wine investor.

5. Conclusions

In the existing literature, while several commentators have noted in passing the role of the wine entrepreneur, few detailed studies exist that specifically focus on the entrepreneur’s role and *modus operandi*, particularly in emergent wine tourism destinations. This biographical analysis indicates that the most important dimensions affecting wine entrepreneurship are a) entrepreneur, b) strategic entrepreneurship, c) a region’s attributes attractive identity items of the region, and d) continuity problems.

As the study indicates, the person prepared to invest, energy, time and finance is a key to success – it is the entrepreneurial characteristics they bring and the attitudes and behaviors of “imagination, intuition,

Table 5
Continuity problem in entrepreneurial efforts.

Institutional Management Problem	Meaning	Quotations
Lack of promotion-indifference of stakeholders	Inadequate support from public and private institutions and organizations	<i>“Unfortunately, although Elmalı with these characteristics was introduced to so many travel agencies and tour operators, necessary attention was not paid. For years, alternative tourism types have been explained but tourists who come to Antalya rarely visit Elmalı. Leave the tourists, even local tourists are unaware of Elmalı. Incoming foreign-native tourists complete their holidays in Antalya and return. It’s a sad situation for the region. It is a very important point for the integration of Elmalı coast and plateau.”</i>
Excessive growth	The obligation to grow due to excessive competition	<i>“When we start to produce wine, our goal as an enterprise was to remain as a boutique and local wine producer instead of entering into price competition with big brands. However, due to market conditions, we had to grow twenty-five times in the first five years, contrary to what we had planned. With this obligation we have increased our production capacity and therefore our vineyard area.”</i> <i>“The Turkish wine industry is being trampled under heavy taxes. Globally, no special tax is applied to wine producers but there is special consumption tax practice in Turkey.”</i> <i>“The high taxes on wines in the framework of state policy have increased our production costs and reduced our competitive power.”</i> <i>“We cannot promote our brand because of advertising prohibitions. Due to this advertising ban we cannot even place our plates at our production facilities. We cannot even present catalogs to tour operators.”</i> <i>“Tasting events cannot be undertaken. In any country wine cannot be sold without tasting.”</i>
Changes in state policies	Decisions in government policy do not support wine entrepreneurship	

creativity, innovation, passion, courage, risk taking, diligence, behavior” that are critical for success. Another finding is that strategic thinking can create new paradigms for the businesses, and successful entrepreneurs have the instinct and foresight to conceive of different ideas, think about how they can develop their strategies more effectively, and have a visionary view of events from a wide perspective. These characteristic features have been highlighted in the literature (Rusu et al., 2012; Ülgen and Mirze, 2004; Thompson, 1999).

As a matter of fact, in this research, it is determined that in addition to aforementioned features, wine investor has the characteristics of self-questioning and developing, a tool for the development of the region, who provides social contribution, has the ability for continuous learning, innovative, who has enthusiasm for business growth and diversification (Schumpeter, 2017a; Hitt and Duane Ireland, 2017;

Kuratko and Audretsch, 2009; Ülgen and Mirze, 2004; Weber and Schaper 2004; Ireland et al., 2003; Hisrich et al., 2002; Ireland et al., 2002; Casson, 1990; Chell et al., 1991).

This case study also found the wine entrepreneur in question also possessed the characteristics of self-questioning and self-development, facets of his character that led to him to contribute to the development of the region through a social contribution that emerged from his own enthusiasm for his business. Other factors contributing to success include a strong outward orientation requiring involvement in the dynamics of the entrepreneur’s external environment – and it appears that this contributes to the enterprise’s superior corporate competitiveness. From the point of view of these findings, motivation in the external dynamics as well as the establishment and development of the business dynamics contributes to the enterprise’s superiority of corporate competitiveness. Strategic entrepreneurs investing in wine tourism shall have vision about future, have research desires and wishes, can see threats and opportunities, can benefit local development, pursue innovations and have an impact on production capacity and diversification. Findings of the region’s attractive strong identity items indicate that the entity is a structure that is based on these elements, living in an environment that not only includes economic and legal but also social and cultural systems. Findings from the analysis indicate the importance of a “powerful geographical richness, climate, fertile soil, air quality, cultural richness, preserved architectural wealth and rich religious heritage” items. As a matter of fact, the wider wine tourism literature has identified the critical role of “location (first impression), authenticity (compatible with brand and local values), physical appearance (well designed, stylish owner, car parking places and surface properties), marking, accommodation, restaurants and cafes, event management and tours” (Roberts and Deery, 2008; Griffin and Loersch, 2006; O’Neill et al., 2002). As a matter of fact, the relevant literature for the wine tourism experience focus on “location (first impression), authenticity (compatible with brand and local values), physical appearance (well designed, stylish owner, car parking places and surface properties), marking, accommodation, restaurants and cafes, event management and tours” (Dawson et al., 2011; Roberts and Deery, 2008; Griffin and Loersch, 2006; O’Neill et al., 2002). In this context, it shows how important the location dynamics are for wine entrepreneurship.

The findings obtained revealed that the sample rural area is an “open museum” with its natural landscape and historical structure. It is possible that these kind of towns may significantly contribute to alternative tourism both for tourism destinations and thus present an alternative to the prevailing traditional 3 S focused demand structure, thereby reducing the risk to regions overly dependent on these products. According to Gomez et al. (2015a), who also noted Spain and its focus on sea and beach tourism, and suggested that wine tourism might attract tourists to the inner parts of the country. Here wine tourism entrepreneurs’ being soft force of economic development for rural areas has been emerged as highlighted in the literature (Dana et al., 2014; Lordkipanidze et al., 2005).

6. Managerial implications

As the final theme derived from the study, the issue of inter-generational business survival also possesses importance. Past work on family businesses – especially in terms of an agricultural context has commonly signified just how critical is the potential failure to provide continuity (Birincioglu and Acuner 2015; Gersick et al., 1999; Drozdow, 1998). Moreover, for the development of wine tourism action such as regional planning for regional identity establishment and planning are recommended by Tassiopoulos and Haydam (2006). In line with the main themes revealed by the analyses made, the suggestions for wine entrepreneurship in the rural town can be listed as follows:

- It is necessary to undertake planning and clustering studies in relation to wine tourism in the region, to create areas of cooperation, to

establish an alternative supply chain organization, to compose common mission and vision, to plan joint promotional activities, to achieve regional competitive power within the framework of cluster planning. While continuing production planning, an association/foundation in which wine stakeholders in the region can take an active role should be established. Lessons can be learnt from the Napa Valley in this respect for wine tourism entrepreneurship.

- In rural area having wine tourism potential, there is at this stage of its development a strong relationship between local culture and its economy, and it is from the local strong sense of community that an understanding what it means of “being from this town” shall be established.
- To support and gain from this there is a need for regional workshops where people from different areas of expertise are brought together to ensure that the district is restructured and utilizes its sense of identity to formulate a strong destination brand and personality. Thus, a debate on how to create a development/management model should be promoted and based on strong logical principles.
- With the support of the Ministry of Culture and Tourism, the universities and the local governments, projects should be carried out in the context of exploration, routing, promotion of wine tourism and generating a city inventory of tourism related assets.
- The cultural heritage of the rural town having wine tourism potential should be recorded in the digital environment to be transmitted to future generations, and widely promoted through an informative website, so contributing to the tourism opportunities of the region.
- The rich cultural and natural assets of wine destinations should be preserved with the purpose of contributing to their sustainability.
- Wine tourism is a part of cultural tourism, and tourists should be attracted to the region through tours within the context of art, architecture and local culture. Indeed, Byrd et al. (2016) recommend activities such as wine education and wine tasting as critical components of the broader marketing of destinations and not just for wine production.

7. Methodological contribution

It can be said that the research has contributed in various ways, both conceptually and methodologically to the related literature. From a conceptual point of view, the first important contribution of the research the study emphasizes the inherent nature of wine tourism entrepreneurship through the use of a biographical narrative. Narrated life story, evolving around a specified thematic focus, represents a general construct of biographical life experiences which is a coagulate derived from past interactional episodes (Rosenthal, 1993:3). The social world of the wine tourism entrepreneurship has been identified from entrepreneur’s point of view. The study of life histories based upon different kinds of biographical materials, the “holistic” attempt to discover and to document how radical social changes have been experienced and how they have penetrated and shaped their life circumstances has an important place in the history of sociology (Riemann, 2003). Despite the fascination and the widespread use of biographical materials in the social sciences there (Riemann, 2003), this method has not yet discovered by tourism academics who use mostly the quantitative methods. The methodological contribution of the study lies in the thematic biographies drawing on the personal experiences of the individuals, and hence revealing their enthusiasms and passions. It has also been shown that the use of this thematic biography technique does uncover wider themes that can contribute to generalization from which, in this instance; it may be possible to develop a framework of variables by which one can better understand the characteristics of the wine entrepreneur. Wine tourism entrepreneurship needs rich data that reveals businesses’ values, initiatives, visions and similar multi-dimensional stories. It is very difficult to provide the rich data required with quantitative methods. Wine tourism entrepreneurship requires a broad range of understanding. For this reason, the thematic biography technique,

which is a qualitative research design, has been chosen since there is need for the inner discovery of the efforts in this context. Thus, dimensions that are not included in the literature have been revealed. It is assumed that these dimensions will guide those who intend to step in wine entrepreneurship, and at the same time will provide rich data for further researches. It is believed that the findings obtained will provide information on the debate about wine entrepreneurship and that this information may allow generalization effort subject to social context.

The second important contribution of the research is to draw attention to the rich potential of the Elmalı district and to draw attention to how it can be transformed into rural areas. Currently its potential is under-utilized and the tourism industry is embryonic. Yet some foreign tourists are now visiting the township for the day, albeit the district is currently only a transit route.

8. Limitations of study

As with any research, it is possible to mention some limitations also for this research. First, there is very little about wine tourism in Turkey’s tourism literature, and this is a new field in Turkey. This has meant that while a significant amount of literature does exist about wine tourism in general, research is required to determine to what degree such literature applies to Turkish conditions. In that sense, this paper does make a contribution because in wanting to know more about how a successful winery and wine business might be generated, it became apparent that while much literature does exist about wine tourism marketing *per se* and the characteristics of the wine tourism market, there is relatively little about the specific role of the winery entrepreneur. Arguably, for emergent regions in developing countries, it is these insights into those characteristic that may have most value. The repetition of such studies might then permit a generalization about the foundations of emergent wine tourism.

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