

GUEST EDITORIAL PREFACE

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I recently wandered into one of our large bookstores and decided to browse the business and marketing section for any new books of interest. The marketing section included a few hundred books on marketing and sales. What surprised and shocked me most was the high percentage of books that dealt with online marketing. In fact, it was hard to locate a marketing book on the shelves that explained marketing the way that it has been explained for the last 50 years. Most of the titles carried the words digital marketing, social media marketing, internet marketing, wireless marketing, and so on.

I don't think that this means the end of consumer packaged goods marketing, B2B marketing, the marketing of services and experiences, the heavy role of mass advertising, and the major role played by physical channels of distribution. What it does suggest is the booming interest and influence of the Digital Age in all of our creative thinking about marketing. Many physical products, such as books, music, and movies have been turned into digital products thus eliminating the need for factories to produce and package them and transportation carriers to ship and deliver them.

The big change today is the ease with individuals and organizations can reach other in-

dividuals and organizations on such electronic platforms as email, text and instant messages, Facebook, Linked in, Twitter, You Tube, and many others. We are truly becoming a globally connected world of friends, acquaintances, and organizations of all kinds. The costs of searching, researching, promoting or contacting someone else have fallen significantly. Today not only companies but individuals can become creative producers, broadcasters, and distributors of messages to one, a few, many or to a considerable number of others.

How to use this revolutionary and beneficent set of online tools and platforms is the challenge! Companies need new theories, processes and metrics if they are to benefit from online marketing. They also know that they must blend the tools of online marketing with the tools of offline marketing if they are to achieve the greatest impact.

Recently a company that I know became so enamored of the potentials of online marketing that they switched 50 percent of their marketing budget to online. It was a sales disaster! The company had not tested the individual tools, developed processes for using them and metrics for measuring them. Clearly the company should have started with one tool, learned how

to use and measure it, and slowly experiment in using other online tools. I am more impressed with a company that initially turns over 10% of its budget to online marketing than turns over 50% of its budget.

I am delighted about the publication of the new *International Journal of Online Marketing*. It is coming at just the right time to give us new ideas on how to use online marketing and new cautions about its misuse.

I hope that the new journal attracts many academics as well as marketing practitioners to share their experiences and findings so that all of us can learn and benefit. We want to enter “The New Marketing World” enthusiastically and without disaster.

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Examining the Online Wine Tourism Experience of California Wineries

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ABSTRACT

Online wine tourism is boosting the level of competition among wineries and wine regions around the world. This paper presents and extends a proven framework for examining the strategic orientation of winery web sites. By treating winery web sites as intensive information environments this paper shows how they can have a strategic impact on perceptions. Using a modified AIPD framework and statistical analyses, the authors show how certain California wineries are able to fully project the wine tourism experience online while targeting strategic perception goals that are effective at building virtual brand equity and boosting winery visitations at the same time. The result of this research indicates that it is possible to measure and evaluate both the web experience and the strategic perception aspects of winery web sites.

Keywords: AIPD, California Wineries, Marketing Strategies, Online Wine Tourism, Virtual Branding

INTRODUCTION

The wine industry has moved from being a cottage industry dominated by a few countries to one that is global and involves a growing numbers of countries competing for market share and brand recognition. The intensifying battle between old world and new world wines has significant economic and social implications for the wine industry. As the wine industry has grown in its importance to economic development and growth, so too have the marketing efforts by wine growing regions around the world. They are now constantly striving to

improve their competitiveness with a range of innovative strategies. (Shelton, 2005; Thach, 2007; Marzo-Navarro & Pedraja-Iglesias, 2009)

An area of the wine industry that is becoming central to building long-term competitive advantages while increasing the world's awareness of various regions and brands is wine tourism. Part of the power of wine tourism is that it has been linked to the growing interest in the environment, eco-tourism, culinary, educational, leisure, and general tourism activities. There are many different definitions for the concept but in essence it refers to the activity of visiting wine regions, wine festivals, or wineries in order to gain greater appreciation of a winery's products and often to also explore interesting

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features of the winery, winery landscape, or leisure activities of the region. It is no wonder then that communities, governments and industry leaders are combining their efforts to grow the industry and attract winery visitors at the same time (Beames, 2003; Weston, 2003; Thach, 2007).

One region that stands out in this global wine producing, consumption, and winery visitation competition is California. Overall, California is the 4th largest wine producer and the 4th largest wine consumption market in the world. Ninety five percent of U.S. wine exports originate in California and the industry is estimated of having a national economic impact of around \$125 billion dollars. The industry accounts for about 309,000 full-time equivalent jobs in California and about 875,000 jobs in the U.S. In addition, it has been estimated that the number of visitors to California wineries has moved past 20 million. However, the growing world-wide phenomenon of wine tourism has the potential of significantly boosting winery visitations and overall sales to new levels (Lee, 2003; Shelton, 2005; MKF Research, 2006; Bruwer & Johnson, 2010).

Online wine tourism is another area that appears to be boosting the level of competition among wineries and wine regions. Online wine tourism refers to the activity of visiting web sites to find out information about wine related products, services, culinary or leisure activities of wine regions or wineries. For wineries, the immediate benefit of having this kind of web site include their ability to educate potential consumers or clients, link them to informational networks, provide a reliable transaction environment, and ultimately motivate them to directly visit the wineries. Consequently, by effectively implementing internet strategies, wineries and winery regions have managed to attract the attention of potential customers and business clients from around the globe. It has become much easier now for customers or potential winery visitors to explore their options and preferences on web sites before committing significant time and resources to make a purchase or visit a winery. As competition

increases in this arena, wineries are attempting to develop effective marketing strategies that can be incorporated into their web sites (Martin & Sellitto, 2004; Murphy, Ho, et al., 2005).

Although the U.S. is a major player in the global wine industry, there is a marked lack of academic research on wine tourism in general. Researchers in countries such as Australia, New Zealand, Spain, and even Canada have long been investigating wine tourism dynamics and the impact on the national economy and the local winery regions. However, one important area where even these researchers have not done consistently thorough research is the increasingly competitive arena of online wine tourism (Sellitto, Wenn, et al., 2003; Martin & Williams, 2003; Abel, Fraser, et al., 2007; Fischer & Luis, 2009).

The goal of this paper is to present a proven framework for examining the strategic orientation of winery web sites. Using a modified version of Simeon's AIPD analysis framework, we were able to combine content analysis and benchmarking techniques to go beyond a simple evaluation of web organization in order to discern the effectiveness of a range of strategic goals. It is our contention that it is the wineries which are able to fully project the wine tourism experience online while targeting strategic perception goals that will be the most effective at building their virtual brand equity and boosting winery visitations or purchases at the same time (Simeon, 1999, 2001).

Literature Review of Wine Tourism

There has been a steady increase in academic articles covering wine tourism. Most of the publications have occurred in the last ten years as the wine sector has become more global and more competitive. Initially, the focus was on the challenges of developing wine tourism. Findings show that new world wine regions appeared to move more aggressively than old world wine regions to create the infrastructure and inter-industry network relationships to bolster wine tourism (Beames, 2003; Abel, 2009; Fischer & Luis, 2009).

Another area covered in the wine tourism literature was the studies on the importance of wine tourism for regional and national economic development. In calculating the economic impact wine tourism, these studies often linked tourism trade patterns to the active development of the wine tourism industry. Research on the importance of gateway cities and tourism clusters on the development of winery clusters provided additional insights into this worldwide phenomenon (Martin & Williams, 2003; Taylor, McRae-Williams, et al., 2007; Fischer & Luis, 2009; Sheridan, Abel, et al., 2009).

A very active area of research explores the determinants of wine tourism and also examines the demographics of winery visitors. Predictors of wine tourism behavior included a desire to learn more about wines and the intention of participating in leisure and culinary related activities near the wineries. Some researchers explored the key dimensions of wine tourism and developed ways to rate the importance of winery features. Involvement research was also expanded to develop ways of determining various market segments and consumer behavior styles (Ali-Knight & Charters, 1999; Brown, Havitz, et al., 2006; Cohen & Livnat, 2009; Marzo-Navarro & Pedraja-Iglesias, 2009).

A continuing strong area of research focuses on the impact of festival activities, special events, wine visitor centers, and tasting rooms. The spillover effect of winery events is often highlighted. These events and centers not only create a memorable experience for first time visitors but they also provide fun and educational experiences for the more knowledgeable wine connoisseurs. By creating a personalized experience and by boosting awareness of the winery region as well as the variety of wine products, wineries are learning how to build brand loyalty (Yuan, Cai, et al., 2005; Olsen & Thach, 2008; Yuan & Jang, 2008).

The most recent stream of literature seeks to connect wine tourism to the larger phenomenon of place based marketing strategies. Travel data and wine purchasing patterns have shown a link between regional awareness and winery brand preferences. Experiments have even shown that

consumers have a preference for wines whose labels also include the region of origin. This particular literature can cover developments in hospitality, general tourism and even culinary landmarks. Place based marketing reflects the coordinated efforts of different sectors, the community and governments to boost the image of wine producing regions (Weston, 2003; Fischer & Luis, 2009; Bruwer & Ray, 2010).

Web-Based Strategies in Wine Tourism

Unlike the extensive literature on general wine tourism, research on web-based strategies is relatively limited. This is another situation where sector practice has moved ahead of theoretical or strategic research. The initial publications in this area focused on the implementation of technology and internet adoption by wineries. These studies focused on the search for new e-business models as wineries strove to boost sales and market share. A major development in the U.S. was the Supreme Court decision that made interstate direct wine marketing and sales much easier. The next group of publications on web based strategies in wine tourism discussed how web design and product presentations had an impact on consumer perception. Many of these studies used interviews, online surveys and experiments to highlight the importance of perception management on winery web sites (Sellitto, Wenn, et al., 2003; Koch, 2006; Ellig & Wiseman, 2007; Flavián, Gurrea, et al., 2009).

The most developed approaches to date incorporate some of the findings of place based marketing strategy research to show how the internet can be used as part of an integrated marketing strategy. One perspective that emerged from this approach is the view that the winery web site is an information intensive environment and the winery should be viewed as a knowledge-based enterprise. In essence, consumers will prefer web sites that provide them with effective tools for gathering information and forming knowledge about a range of products and services. However, despite these insights, many of the articles critique the level

of under-utilization of the internet. Moreover, none of them presented any kind of effective framework for evaluating the effectiveness of integrated web-based strategies in wine tourism (Quinton & Harridge-March, 2003; Martin & Sellitto, 2004; Begalli, Codurri, et al., 2009; Zhu, Basil, et al., 2009).

In our search for a framework that would help us to combine both qualitative and quantitative methods to evaluate the information intensity dimension and strategic orientation of winery web sites we concluded that the research streams linked to content analysis and benchmarking held the most promise. After briefly reviewing the contributions of each approach, we will present a modified version of Simeon's AIPD framework which appears to achieve our intended goals (Dwyer, 1999; Simeon, 1999, 2001; Moreno & Capriotti, 2009).

Content Analysis and Benchmarking Strategies

Content analysis is an evaluation approach that attempts to objectively and systematically identify specific characteristics of a communications medium. The medium could be print, images, interviews, even web sites. The ultimate goal is to categorize and measure various aspects of the content (communication medium) in order to discern certain patterns. Qualitative content analysis is more descriptive and focuses on the process of categorization and the interpretations linked to the usage of content characteristics. Quantitative content analysis has more of a measurement focus and attempts to examine the frequency and intensity of usage of content features (Krippendorff, 2004; Lee, 2005; Wimmer & Dominick, 2005; Kim, Kim, et al., 2006).

A series of articles have shown content analysis as a valid approach for studying a wide range of web related issues. Content analysis has been used to identify and map various features and characteristics of web sites. However, some articles have concluded that content characteristics are often mediated by national culture as well as the nature of the industry being studied. Despite that constraint, various researchers have

used content analysis to develop templates and frameworks for the effective analysis of web sites (Hart, Doherty, et al., 2000; Luna, Peracchio, et al., 2002; Lim & Tang, 2008; Moreno & Capriotti, 2009; Rolland & Bazzoni, 2009).

The concept of benchmarking came from the field of strategic management. Benchmarking is a strategy whereby an organization can evaluate various aspects of a product, service or process in relation to the best practices of their own sector. This allows the organization to identify performance or configuration gaps that prevent them from gaining or maintaining a competitive advantage. Benchmarking can be a one-time event or part of an on-going long-term competitive strategy (Dwyer, 1999; Shahizan & Li, 2005; Han & Mills, 2006; Jenamani, Pratap, et al., 2006).

Benchmarking has also been successfully applied to evaluate and improve web-site design. The most interesting articles have been the ones that clearly link benchmarking to strategic web-site objectives. The value of benchmarking for web-site strategy is that it allows the organization to identify common features or desired strategic orientations before deciding on the relative importance of those features to the organization. Researchers in the hospitality and travel industry have studied benchmarking strategies on web sites in their sectors in order to develop leaner and more effective evaluation instruments. Aspects of both content analysis and benchmarking can be found in Simeon's AIPD framework. We present the framework below and explain why it might be the best way to evaluate online wine tourism (Johnson & Mistic, 1999; Shahizan & Li, 2005; Jenamani, Pratap, et al., 2006).

The Modified AIPD Framework and Web-Site Evaluation

The AIPD framework has been used by many different researchers and consultants around the world to evaluate internet strategies in a wide range of sectors (Figure 2). It has been used to evaluate the web sites of political parties, public sector agencies, recruitment companies, banks,

software companies, educational institutions, manufacturing concerns and even online Islamic organizations. However, the AIPD framework has not been used to examine winery web sites (Ali-Knight & Charters, 1999; Campbell, White, et al., 2000; Lee, 2003; Daniels, 2005; Drummond, 2006; Luc, 2007).

The AIPD framework developed by Simeon (1999, 2001) examined the total strategic environment of web sites. The original framework can be seen in Figure 2. This framework was developed with a combination of both content analysis and benchmarking strategies to identify, measure, and evaluate best sector practices. The goal was to find the most effective configuration of web communication and marketing strategies. The AIPD framework identified four strategic dimensions that should be present on web sites in order to create dynamic content and maximize branding potential (attracting, informing, positioning, and delivering). *Attracting* refers to the strategies used by a company to draw potential customers to their web sites or send them to their physical locations. *Informing* refers to the capability of the web site to present and gather information about products, services, events or ideas. *Positioning* refers to activities, services, or products that

project the desired image of the company and differentiates it from its competitors. Delivering refers to the technical infrastructure and transaction environment of the web site that allows for interaction with stakeholders and the delivery of information and services (Table 1) (Simeon, 1999, 2001).

The modified AIPD framework we will use in this paper still uses the four strategies (attracting, informing, positioning & delivering) from the stakeholder perspective (Figure 1). However, the modified version inserts an intermediary stage that separates the target of the strategies into (a) a web experience focus and (b) strategic perception focus (Figure 1). The assertion here is that the AIPD factors are effective because they target both the web experience as well as a set of projected perceptions that reflect strategic goals of the organization. However, the important point is that it is not enough to just have an attractive web site, it is also important that the site attempt to manage the perceptions that are projected to customers or stakeholders. When both objectives are achieved, the site has then created a “perception rich strategic web environment” that is crucial for building virtual brand equity.

Figure 1. Modified AIPD framework

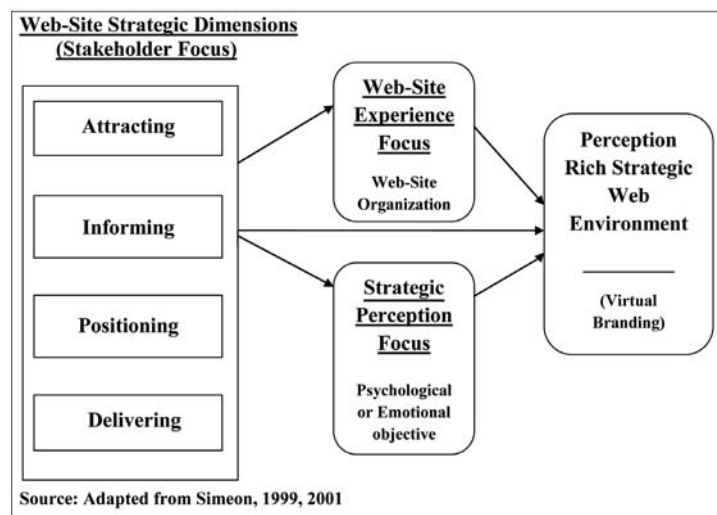
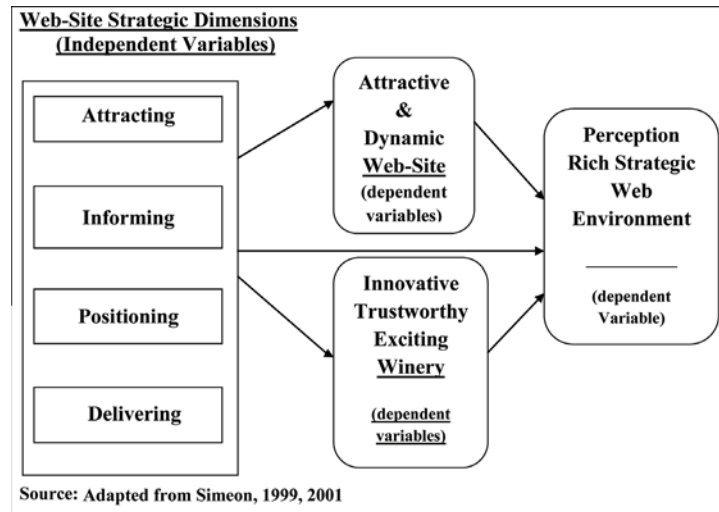


Table 1. The four AIPD strategic dimensions and associated winery web features & activities

	The AIPD Strategic Approach		
[web-site attractions]	[info on product/service /destination]	[company image develop- ment & strategies]	[customer interaction & transaction environment]
Attract	Inform	Position	Deliver
Gift Vouchers or Coupons	Description of wines	Photos of wines online	Multi-lingual sections
Recommend to friend link	Overview of winery activities	Photos of wine labels shown	Age screening device
Links to other sites	New wine release info.	Background music pre- sented	Email contact possible
Directions to winery area	Winery tour info.	Photos of grapes	Physical address given
On-site hotel descrip- tion	Wine tasting information	Photos of the winery	Phone or fax info. presented
Info. on nearby hotels	Wine catalogue informa- tion	Photos of the region	List of local distributors
Picnic grounds avail- able	F.A.Q. Section	Winery history & background	List of national distributors
Special events cal- endar	Facts & Figures area	Photos of the staff	List of international dis- tributors
Winery dining infor- mation	Newsletters available	Staff background informa- tion	Online ordering possible
Offer of free items	News press release area	Careers/recruiting section	Have order form downloads
	Wine Blog activity	List of affiliates/partners	Online shopping cart system
	Bulletin Board	Winemaker highlights	Member sign-in section
	Listing non-wine products	Company vision presented	New member sign-up area
	Local weather information	Investor relations information	Can join mailing lists
	Description of the region	Wine club & memberships	Virtual tours or videos
		Customer testimonials	Store locator section
		Listing of wine awards	Search index or function
		Cooking school or classes	Site Map
		General wine education info.	
		Shows international activities	
		Special Non-wine Functions	

Figure 3. Modified AIPD & main variables



Hypothesis 1: The greater the use of AIPD factors on a winery web site, the more likely that the site will be perceived as dynamic and attractive.

Hypothesis 2: The greater the use of AIPD factors on a winery web site, the more likely will web site visitors have the desire to visit the physical winery location or make purchases from that web site.

Hypothesis 3: The more that web site uses AIPD factors to develop a web-site experience as well as project specific strategic perceptions, the more likely it will create a perception rich strategic environment with branding potential.

Empirical Context: Online Wine Tourism Web Sites

We chose to evaluate the web sites of a large selection of California wineries. We also evaluated a smaller number of winery web sites in Oregon for comparison purposes. Online wine tourism is now a global phenomenon and potential customers and commercial interests are using web site information to make important decisions. Our goal was to clarify the potential role of the AIPD factors in creating a perception

rich strategic environment on winery web sites that can provide a possible competitive advantage for California wineries. In Table 1 we can see all the features and activities that are linked with the AIPD factors. All these factors result from the organization's attempt to respond to the needs of internal and external stakeholders. These were the features and activities selected for this study of online wine tourism.

Methodology and Data Collection

All the data used in the analyses were collected from winery web sites in California and Oregon. We randomly selected 333 California winery web sites and 137 winery web sites in Oregon. We had a total of 470 wineries in our final sample. We made sure that all the web sites were created specifically for each winery and not part of a regional portal web site. Using our modified AIPD framework we chose the features and the activities that would comprise the independent variables (Table 1).

We then chose two interns who had an interest in the wine sector. They were thoroughly trained in content analysis and benchmarking procedures. We then did a short pretest to compare their understanding of web site evalu-

ation and coding using the AIPD framework. Inter-coder reliability tests on small sample showed that they had a clear understanding of our coding framework. After we were satisfied in their ability to evaluate web sites on a number of dimensions we gave them two different tasks. They were instructed to work separately and not to consult each other. One intern's job was to measure and code the extent to which (0-5 point scale) the pre-selected features and activities were emphasized on all 470 winery web sites (Table 2). These coded elements were later used to create the independent variables. The other intern was told to examine the same 470 web sites but to record his reaction to web-site organization factors as well as the extent to which (1-5 point scale) he thought the web site projected certain strategic characteristics of the winery such as dynamic, innovative, trustworthy and exciting. These coded elements were used to construct the dependent variables uses (Table 2). Reliability analysis was used to choose the combination of variables used for both the independent and dependent variables (Table 3).

Observations

The reliability measures for all the scales used as dependent variables were very high; none measuring less than .82 (Table 3). The catchall scale 'perception rich strategic environment' had a .94 Cronbach alpha. This data indicates that in general the scales were good measures for the concepts we were exploring. Two of the scales (dynamic and trustworthy) captured features that were linked to the organization of the web sites and their transaction environments. The 'innovative winery' scale and the 'exciting winery' variable captured the perception that a particular winery had these positive strategic characteristics. The main scale 'perception rich strategic environment' can thus be considered a measure of how effectively a winery web site was able to project an attractive and dynamic environment while communicating important strategic qualities it wanted linked to the winery. In other words, the key to a good online wine

tourism environment could be the effective projection of perceptions that have important strategic dimensions.

In Table 4 which shows at the means of the dependent variables for both California and Oregon winery web sites, we see that across all measures California winery web sites had higher scores. A comparison of the standard deviations also indicates that there is greater diversity for California winery web sites. These results are not surprising given the size and dominance of California wineries.

Except for one scale, the reliability measures for the scales used as independent variables all had Cronbach alphas of above .70 (Table 3). We can say then that at least three of the strategic AIPD factors showed measurements that were good proxies for the concepts. The 'attracting' scale was the exception, registering a Cronbach alpha of .46. This was partly due to the smaller number of items which made up this scale. Another explanation is that wineries often many "off-line" strategies to attract potential customers to their web sites. Web sites rarely capture web site references made on television, in newspapers or in magazines. In that sense, the 'attracting' scale only partially captures the attracting capability of the winery web site. The main focus of the items in this 'attracting' scale was on simple techniques to attract customers to the winery and to lodging facilities nearby.

In Table 5, which compares the independent variable means for California and Oregon web sites, we see a somewhat different pattern than with the dependent variables. We see that wineries in Oregon have a significantly higher 'attracting' score than California wineries. The Oregon wineries also have higher scores for projecting information about international operations. One interpretation is that since the wineries in Oregon tend to be less known, they spend more time trying to get customers to visit and they are also being more aggressive about selling their ability to operate internationally. The control variables included a 'location' dummy variable (California=1, Oregon =0), a

Table 3. Scale composition and Cronbach alpha measurements

Scale Composition and Measures of Reliability	Cronbach Alpha	Concepts Measured
Dynamic Web Site (dependent variable)	.924	3 item scale: Measures of (a) how dynamic & (b) attractive the web site & (c) the web visitor's desire to recommend it.
Innovative Winery (dependent variable)	.825	2 item scale: Measures of (a) appearance of winery innovations & (b) having highly capable staff.
Trustworthy Winery (dependent variable)	.851	2 item scale: Measures of (a) level of trust on on-site transactions & (b) the high quality appearance of operations.
Exciting Winery (dependent variable)	Variable	5 point Likert scale: single variable measuring how exciting the winery appears to web site visitors
Perception Rich Strategic Environment (dependent variable)	.94 Combined	8 items: a combination of all the dependent variables and the single variable measuring winery excitement. It captures the totality of the perception rich strategic environment.
Attracting Strategy (independent variable)	.46	10 item scale: combining measures of strategies to attract customers to the winery. (Table 1)
Informing Strategy (independent variable)	.72	15 item scale: combining measures of promotion of information on products, services & destination. (Table 1)
Positioning Strategy (independent variable)	.71	21 item scale: combines measures on activities or info. that project the winery's image and strategic intent. (Table 1)
Delivering Strategy (independent variable)	.79	18 item scale: combines measures of steps that increase interaction & create a rich transaction environment. (Table 1)
Control Factors: Single Variables		Concepts Measured
Location: a dummy variable (0, 1)		Compares California (1) to Oregon wineries (0)
Production Range		5 point Likert scale: measuring the extent to which wineries produce a wide range of wine products: measures scope.
International Markets		5 point Likert scale: measures extent to which winery publicizes online its international market activities.
Locally Known		5 point Likert scale: measures extent to which the web site evaluator was aware of winery before accessing the site.

'production range' variable, an 'international markets' variable and a 'locally known' variable.

Regression Analysis

In Figure 3 we have shown how the four AIPD functions (independent variables) are related to the specific intermediary and final overall dependent variables tested in the modified AIPD framework. It is probably best to think of the intermediary dependent variables as components of the overall outcome variable called 'perception rich strategic environment'. One component captures the effectiveness of the web organization and the other captures

the intended strategic perceptions. The final outcome dependent variable is a combination of these two components.

This particular set of dependent variables that we chose to explore (dynamic, innovative, trustworthy, & exciting) resulted from the content analysis of numerous online winery web sites. They were the attributes that most wineries were attempting to project to potential customers. The first dependent variable 'dynamic web site' is a measure of the impression that the site is well organized and attractive. Three of the AIPD dimensions had a significant impact on the dependent variable. The 'attracting' factor was the only one that was not sig-

nificantly related. However, the results in general represent a partial confirmation of the 1st hypothesis that the more AIPD factors we have on a winery web site, the more likely it will be perceived as dynamic and attractive. It appears that neither the size of the operations (product range) nor the extent of international operations were factors that impacted how dynamic or attractive the winery web site appeared. This confirms that at least in terms of winery web site appearance small and medium-sized wineries should be able to compete just as effectively as the larger ones. In the evaluation of web organization and attractiveness, there were also no significant differences between the perception of California and Oregon winery web sites (Table 6).

The second dependent variable 'innovative winery' measures the perception that a winery is innovative and has very capable staff. Three of the AIPD dimensions again (informing, positioning, & delivering) had a significant impact on this perception of innovation. In other words, the manner in which the wineries informed customers, and positioned projected a sense of innovation. It also appears that projecting innovation was easier for wineries with a wider range of products. From the perspective of innovation, there was clearly a significant difference here between California and Oregon wineries (Table 6).

The third dependent variable 'trustworthy winery' measures the perception that the winery has high quality operations in place and that their internet transactions environment is reliable and secure. Here again, three AIPD factors (informing, positioning, & delivering) had a significant impact on this perception. California wineries and those with a wide range of products appeared to have more effectively projected this attributes on their web sites (Table 6).

The fourth dependent variable 'exciting winery' reflects the perception that the winery would be an exciting place to visit. This may be the variable that measures best the ability of the web site to persuade web visitors to actually invest the time and effort to take a trip to the winery itself. It is important to note here that

all four AIPD factors (attracting, informing, positioning, & delivering) had a significant impact on this perception. This result clearly supports and confirms the 2nd hypothesis. We also notice that California wineries and those projecting their presence in international markets were more active in trying to persuade web site visitors to visit their wineries (Table 6).

The final dependent variable "perception rich strategic environment" combines all the perception and strategic elements into one catchall variable. It can be considered a general measure of how successfully wineries were able to create an 'online wine tourism experience' that could provide the winery with a competitive advantage. Three AIPD factors (informing, positioning, & delivering) had strong and significant impacts on this dependent variable. The 'attracting' factor was positively related but not significant. This result is a partial confirmation of the 3rd hypothesis. We also see again that California wineries, those with a wide range of products, and those operating in international markets have been the most successful at projecting this 'perception rich strategic environment' (Table 6).

CONCLUSION

We would like to mention that this paper is a small part of an overall project examining the marketing and distribution strategies of California wineries. Many of our findings in this paper will be followed up with interviews in order to gather additional data on the actual performance of the wineries. A subsequent paper will then try to show more directly the link between AIPD strategies and actual wine visits or online wine purchases.

Given that web sites in general and winery web sites in particular can be considered as information and perception intensive environments, our goal in this paper was to present a concise evaluation framework that would highlight the strategic orientation of these web sites. The modified AIPD framework allowed us to examine both the web experience and the strategic perception aspects of winery web

Table 6. Regression analysis of web & winery characteristics

Regression Analysis: Perceptions of Web Site and Winery Characteristics					
	Dynamic	Innovative	Trustworthy	Exciting	Perception
	Web-Site	Winery	Winery	Winery	Rich Env.
Attracting	0.084	0.005	0.006	0.091***	0.185
	(.05)	(.03)	(.03)	(.02)	(.12)
Informing	0.074*	0.052**	0.064**	0.036**	0.226**
	(.03)	(.02)	(.02)	(.02)	(.07)
Positioning	0.12***	0.03*	0.044**	0.026**	0.221***
	(.03)	(.02)	(.02)	(.01)	(.06)
Delivering	0.114***	0.059***	0.083***	0.027**	0.283***
	(.02)	(.01)	(.02)	(.01)	(.05)
Location:CA/OR	0.185	0.552**	0.575**	0.269*	1.58*
	(.33)	(.16)	(.19)	(.12)	(.71)
Production Range	0.249	0.244**	0.224*	0.068	0.784*
	(.16)	(.08)	(.09)	(.05)	(.33)
International Mkts	0.318	0.159	0.188	0.133*	0.799*
	(.18)	(.09)	(.10)	(.06)	(.39)
Locally Known	-0.959	-0.313	-0.411	-0.216	-1.899*
	(.39)	(.19)	(.23)	(.14)	(.84)
Constant	4.09	2.92	2.36	0.9	10.26
	(.72)	(.35)	(.42)	(.25)	(1.54)
N=	470	470	470	470	470
Adj. R-Square	0.3	0.28	0.32	0.28	0.35
Notes: B (SE): * p<.05 **p<0.01 ***p<0.001					

sites. There was strong statistical evidence to support the use of at least three of the four AIPD strategic factors (informing, positioning, & delivering). Overall, California wineries produced more perception rich web environments than winery web sites in Oregon. However, irrespective of winery location and product range, we had a partial or full confirmation of all three hypotheses about the use of AIPD factors on winery web sites.

This paper is a significant extension of Simeon's AIPD evaluation framework in the approach taken to measure the web site features that are the components four strategic factors

(Simeon, 1999, 2001, 2002). The original AIPD framework measured only the presence or absence (coded 1 or 0) of the web site features or attributes. In our modified AIPD framework, we measured the perception of the intensity of usage (0 to 5 scale) of each feature. This approach allowed us to capture a wider variation in the use of certain content and benchmark features. Another extension of the framework was the introduction of the intermediary factors of 'web experience' and 'strategic perception' (emotional experience). In this way, we see that the AIPD elements can be used to target both web organization and emotional content. Con-

sequently, this approach provides insight into what configurations of best practices (design & communication strategy) might maximize the intensity of the 'perception rich strategic environment' that is created.

The weakest of the four AIPD strategic factors appears to be the 'attracting' factor. As mentioned earlier, there are some possible explanations for the difficulty in operationalizing this concept. One is that it depends on whether the ultimate goal of the 'attracting' factor is to bring people only to web site or to another physical location like a winery. For sites where most of the interaction and purchasing takes place online, all the content features and publicizing activities in general are usually geared to bringing the web visitor to the site over and over again. For sites where the main goal is to persuade the visitors to invest time and resources to visit a physical location elsewhere, the focus of the 'attracting' factors would probably be different. Another explanation is that many 'attracting' activities occur offline in other areas such as TV, print, or special events. Whatever the reason, it is clear that more work needs to be done to develop a more effective measure of the 'attracting' factor on web sites.

Future research should examine the impact of AIPD factor use by winery web sites on actual winery visits. This will be done in collaboration with wineries that collect information from visitors on factors that motivated their winery visits. Another possible extension of this research is to expand the sample to include winery web sites of foreign competitors like Australia, Chile, Italy or France. Since this is now truly a global industry, the benchmarking activity should be linked to the best global practices.

Finally, it is important to remember that online wine tourism is not only about attracting potential customers to a web site or to a winery, it also about how the web site educates them, interacts with them and ultimately manages their perception of the organization, its products and services. The modified AIPD framework addresses most of these issues and thus can

potentially serve as a template for the development of an effective strategically oriented online wine tourism environment.

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APPENDIX

Table 2. Measurement and coding of winery web-site attributes

Independent Variables	Dependent Variables
Measuring Online Wine Tourism Web-Site Attributes (AIPD features)	Measuring components of the perception rich strategic environment. (Perception Experience & Branding Potential)
Please indicate to what extent you believe that the indicated features, activities, services or products are emphasized on this web site	Please indicate the extent to which you agree with the statements below about this web site and this winery. 1: Strongly disagree 2: Disagree 3: Neutral 4: Agree 5: Strongly Agree
0: Absolute Not Present 1: Present once but not emphasized 2: Emphasized 3: Emphasized a few times 4: Emphasized a lot 5: Emphasized extensively	1. This web site appears to be very dynamic 2. Overall, this is an attractive web site 3. I would highly recommend this site to a friend 4. This appears to be a very innovative winery 5. This winery has very capable & talented staff 6. I would order products from this web site without any reservation. 7. This winery has a high quality operation in place. 8. This winery looks like a fun and exciting place to visit

Table 4. Contrasting measures of California and Oregon wineries; dependent variables

Winery Location & Dependent Variables (perception measures)	Oregon Mean	California Mean	Oregon Stdv.	California Stdv.	Oregon Sample	California Sample
Dynamic Web Site	8.72	8.99	3.3	3.8	137	333
Innovative Winery	5.39	5.96	1.4	1.9	137	333
Trustworthy Winery	5.32	5.97	1.9	2.3	137	333
Exciting Winery	2.57	2.78	.99	1.4	137	333
Perception Rich Strategic Environment	21.99	23.69	6.9	8.6	137	333

Figure 2. The AIPD framework

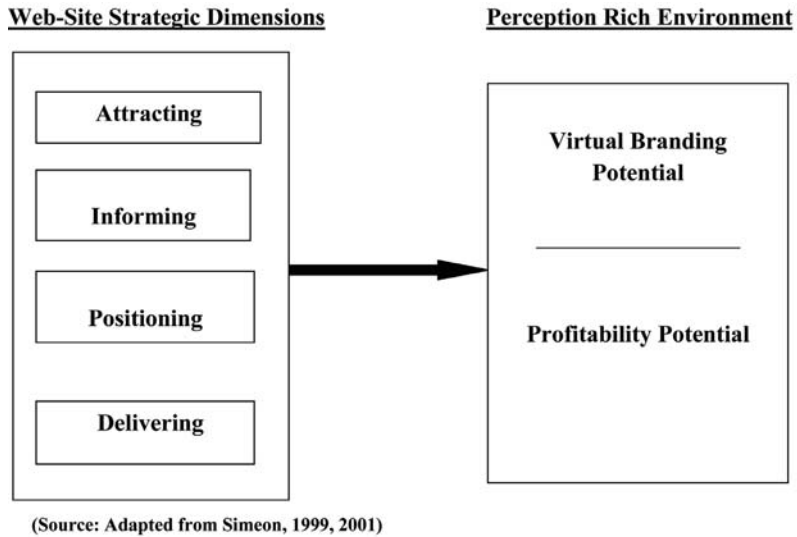


Table 5. Contrasting measures of California and Oregon wineries; independent variables

Winery Location & Independent Variables	Oregon Mean	California Mean	Oregon Stdv.	California Stdv.	Oregon Sample	California Sample
Attracting	3.69	2.72	2.3	2.9	137	333
Informing	9.48	9.99	4.2	6.2	137	333
Positioning	14.10	15.99	6.4	7.4	137	333
Delivering	11.89	13.33	5.7	8.5	137	333
Production Variety	3.2	3.0	.95	.98	137	333
International Operations	2.24	1.84	.79	.83	137	333
Locally Known	1.0	1.1	.00	.44	137	333