

Building strategy for an emerging Wine Industry: A Network Approach

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Abstract

This research examines the importance of networks within the emerging country industry context. The majority of studies on business networks have only examined the perspectives of direct actors and their own contributions, however very little is known about the use of indirect business networks, their contributions and effect on firm strategies. Also, there is limited research around the differentiation between the direct actors' contribution and the resources acquired and/or learnt from other actors that they contribute towards firms' strategies. This research presents findings from a study of vineyards and wineries in an emerging tropical wine industry that has not been studied from a business network perspective. Studies of the tropical wine industry have only been examined from the technical perspective of viticulture and winegrowing. This study contributes towards understanding the implications of networks on building an emerging wine industry within emerging economies and analyzing the industry from a hierarchical perspective using the ARA model. The methodological approach to this research adopts a qualitative exploratory approach. A systematic review of business network studies within emerging country industry contexts is adopted to support theorizing and discussions for primary data collection. Semi-structured interviews were utilized to collect data from participants mainly business owners or CEO in Philippines, India, Thailand and Tahiti. Thematic analysis results suggested two main themes from the systematic review and four main themes from the analysis of interviews. Both analyses provided important insights towards the use of networks for knowledge sharing and the important roles that governments, organizations and associations play in developing industries within emerging economies.

CHAPTER ONE: INTRODUCTION

1.1 Introduction

Emerging industries within developed countries have been well understood and widely researched however, there is relatively little research conducted within developing countries. Networks are very critical within building an industry especially in its pre-start and early start-up stages (Johannisson, 1988). Entrepreneurs use their familiar networks such as their personal networks including their close family and friends, also their contractual relations from previous employment are utilised within the start-up phase of their businesses (Granovetter, 1977; Håkansson & Snehota, 2006; Johannisson, 1988; Landqvist & Lind, 2019; Salman & Saives, 2005). This thesis argues that emerging industries within developing economies utilise their networks strategically to gain access to resources. Therefore, actors and their connections to other networks are critical in developing emerging industries.

This chapter begins with the rationale for the research topic followed by the research context. The research aim and objectives are then presented along with the research methodology and discussion of its theoretical and practical contribution. The overview of the thesis is offered at the end of this chapter discussing the next chapters to come.

1.2 Rationale for study

The idea for this research surfaced out of my interest in the growing wine and tourism industry in New Zealand when I had first learned about it in one of the courses I was undertaking during my honours degree. It sparked my interest to pursue a Masters research within this context and as a Pasifika student from countries that are very hot I researched further to identify whether

wine-growing was possible within hot climatic conditions. I had quickly learned that wine-growing was indeed possible, however very little was known about the wine industry within tropical climates, how it started and how it survived throughout the years of its operation. Tropical countries where businesses and consumers themselves were still new to wine growing and winemaking have yet to develop the industry overall as opposed to those in traditional wine growing regions such as temperate countries like Europe, USA, New Zealand and Australia. Furthermore, my recent role as a Business Developer drove my interest further into pursuing research within developing and emerging industries to understand how small-medium-sized enterprises emerged especially those within developing countries.

1.3 Context of the Research

There is little known about business networks within emerging industries of developing countries specifically towards the emerging tropical wine industry in India, Thailand, Tahiti and Philippines. Due to its emerging nature, the wine industry within the tropics has received relatively little attention from a management perspective specifically within the context of business networks (Lao-Hakosol & Walsh, 2014). The majority of the literature around business networks has been set within the context of developed countries examining direct actors and their relations and contributions to organizations (Granovetter, 1977; Håkansson & Snehota, 2006; Johannisson, 1988; Landqvist & Lind, 2019; Salman & Saives, 2005). This current research therefore seeks to examine the relationships and contributions of indirect actors within developing countries and to provide an overall perspective of the industry.

1.3.1 Tropical wine countries

The wine industry focus of this study is undertaken in the context of tropical wine countries such as India, Thailand, Philippines and Tahiti. The climatic conditions within which tropical

vine growing has been made possible are within hot climate areas with varying temperatures between 27 degrees and 31 degree celsius (Commins, Asavasanti, & Deloire, 2012; Corzo, 1985). India has a tropical climate for the most part of the country of which has a mix of both tropical wet and dry weather (Working Abroad, 2022). Thailand and Tahiti also have a tropical climate where it is generally hot with temperatures around 30 degrees celsius (World Travel Guide, 2022; Weather and Climate, 2022). Due to high temperatures throughout these four countries, humidity in these regions are also considered high (Climate to Travel, 2022; Department of Science and Technology, 2022; Weather and Climate, 2022; Working Abroad, 2022; World Travel Guide, 2022).

Wine growing within the tropics has no dormancy period leaving the vines evergreen compared to the temperate winegrowing regions where there is a dormancy period during winter season (Commins et al., 2012). Therefore, harvest within the tropics can vary between two to three times a year while temperate countries would only have just one harvest within a year. In addition to climate, soil conditions and location of the vineyard is also important since the tropical climate can have high humidity and rainy seasons. Managing the vines to adapt to its weather conditions can provide the opportunity for better quality grapes produced and hence premium wines (Camargo, Maia, Ritschel & Revers, 2007).

1.4 Research Objectives

Business networks have been associated with business strategy implementation that affects business performance. Emerging economies can make it challenging for businesses to operate effectively and efficiently due to institutional voids (Humphrey & Schmitz, 1998; Mandják, Belaid & Naudé, 2019) and the scarcity of resources may restrict the growth of emerging industries (Bruton, Filatotchev and Wright, 2013). The use of business networks becomes

paramount within these developing countries to provide access to resources needed for emerging industries. The majority of studies have examined business networks within developed economies however little is known about business networks of emerging industries within developing economies (Ebers, 1999; Granovetter, 1977; Johannisson, 1988; Landqvist and Lind, 2019; Smith & Lohrke, 2008). In addition, examining how business networks are a potential source of competitive advantage, this research therefore seeks to investigate the relationship between business networks and their contributions to strategy implementations within the context of emerging country industries. Therefore the following are the objectives set to guide this research and answer the research question of *What factors influence business strategies through business networks within an emerging country industry?*.

This research is guided by four objectives that aim towards understanding the implication of business networks within developing economies of emerging industries.

Objective 1: The research seeks to understand the role of direct and indirect networks within an emerging industry.

Objective 2: To identify the kinds of network connections, where and how these networks are developed and structured in an emerging industry context.

Objective 3: Identify the contributions of both direct and indirect networks towards competitive strategies in an emerging industry.

Objective 4: To assess whether network use in an emerging country context differs from a developed country context.

My ambition is to also generate a contribution to new theory within the strategic approach to networks as a result of data collection within an emerging wine industry coupled with theory identified in my theoretical framework.

1.5 Research Methodology

This study takes a qualitative approach to data collection to achieve its objectives. Initially, a systematic review of previous studies is adopted followed by primary data collection through the use of semi-structured interviews. The aim of this research is to target business owners as participants from the vineyards and wineries of tropical countries including India, Thailand, Tahiti and the Philippines. The results for the interviews are then discussed in Chapter 4.

To design the semi-structured interview questions or topics to discuss with participating tropical wineries and vineyards, they needed to be grounded in the theory which informed the study. So the systematic literature review was used to draw out themes for discussion. A database of all the wineries and vineyards was created to identify potential participants from online sources such as google websites, social media accounts and trip advisor. The first attempt of contacts for participation employed an email blast during a one month period from mid September to mid October 2021 however this was not successful due to the delays of responses and emails being bounced back. The second attempt was made through followed up emails however only a few were able to communicate via email correspondence. The third attempt of contacting participants was done through phone calling from the period of December 2021 to February 2022 however responses during the busy season of December to January was not favourable as many were not able to participate. Those that did respond to participating had interviews booked from late February to the end of March. The semi-structured interview

questions were split into three sections. This first section of questions were about identifying existing relations and any new connections those existing relationships introduced during the pre-start-up and start-up stage of the business. This section also discussed topics around the contributions of those relations to the pre-start and start-up of the firm. The second section discusses direct and indirect relations involved and their contributions towards the firm's competitive strategies during the growth and the development stages. While the last section looked at topic questions around the competitive environment in which emerging firms are operating. This section looked at legal and political topics and other situations impacting firms. As a result, this data collection process yielded 10 interview participants. There were 4 participants from India, 4 from the Philippines, 1 from Thailand and 1 participant from Tahiti.

1.6 Research Contribution

1.6.1 Theoretical Contributions

This study provides theoretical contributions to previous research within business research of emerging economy contexts. The majority of industry research in examining business networks has been undertaken within developed economy contexts therefore only a few studies have addressed the phenomenon in emerging economies. In addition, this research also distinguishes direct and indirect networks and their contributions to firms where only a few studies have examined their interactions and contributions within developed economy context (Granovetter, 1977; Håkansson & Snehota, 2006; Johannisson, 1988; Landqvist & Lind, 2019; Salman & Saives, 2005).

1.6.2 Practical Contribution

The focus of this research provides practical insights to tropical wine businesses and wine growers. The results of the research suggests that networks can be utilised strategically to implement strategies around production, marketing and management. Firms utilise their links to organisations and business associations to access institutional networks and co-opetition networks. Using institutional networks to access high level resources and the use of competitors to collaborate in building the industry through shared resources and research and development information are critical to emerging industry survival and development.

1.7 Thesis Outline

This thesis is presented in five chapters. Chapter 1 provides a brief introduction to the context of this research where it chooses to focus on tropical countries and its emerging wine industry. Chapter 2 discusses the review of literature in four sections. The first section looks at understanding the concept of networks and characteristics involved. The second section is around business networks and its links to firms competitive strategies. A review of emerging economies and industries is then followed to understand the emerging nature of firms' operating environment. However, the last section of the literature looks at the theoretical framework in reference to the literature. Chapter 3, details an explanation of the methodology approach showing sampling design and procedures for the research process. Chapter 4, offers the detailed results from the thematic analysis of the systematic literature review and interviews obtained. Lastly, Chapter 5 provides a discussion of the results, clarity on its potential contributions and detailing any limitations this study holds.

1.8 Chapter Summary

This chapter has outlined the research context providing information about the phenomena studied, the industry involved and outlining participating countries in their context. Also, the topic and objectives indicated guides this research along with the indication of research approaches utilized for this study. Lastly, a brief overview of the thesis is offered pointing out what to expect in each chapter. The next chapter then informs this study which discusses the literature review of studies in relation to the research topic. In addition, the literature review will also specify what is already known about the research topic and indicate gaps within the literature.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

The previous chapter outlined the research questions and objectives set for this study. This chapter discusses the literature review in four sections. Initially, discussion of networks provides an understanding of its characteristics and how they are developed and structured which is also crucial to understanding why networks are formed. Secondly, a review of business networks and their association with competitive strategy is offered to understand how business networks impact business strategies around productions, marketing and management decisions. The third section then looks at providing an understanding of emerging industries and developing economies of which is the focus of this study. Lastly, a preliminary theoretical framework is provided in reference to the literature review.

The literature review was conducted using google scholar and the University of Auckland databases. The main databases utilized were Business Source Premier, Emerald Insight, Scopus, Science Direct, JSTOR and Wiley Online library. Search keywords such as ‘business networks, emerging industry in developing economies, networks within emerging economies, types of business networks and strategic business networks’ were included in the search engines. While reading through individual articles, topics of interests that came up in relation to the research led to further searches before collaborating and identifying important studies in this literature review.

2.2 Network Concept

Networks and relationships have received a considerable amount of interest from academics, researchers and business professionals as tools for internationalization. The majority of these studies were in the secondary and service sectors while a few studies focused on the primary sector (Arbin, Kask, & Prenkert, 2018; Johanson & Kao, 2010; Khwaja, Mian & Qamar, 2005; Sawabe & Egashira, 2007). Networks are referred to as sets of connected exchange relationships around the focal firm (Johanson & Kao, 2010, p.18). Håkansson and Ford (2002) define networks as structures where a number of nodes are related to each other by specific threads' (p 133). Nodes are the actors within the network and the threads are the relationships the actors have with one another or they are described as links or pathways (Håkansson (sp) & Ford, 2002; Vervest, Van Heck, Preiss & Pau, 2005). Relationships and networks have provided firms with resources and allowed expansion to international markets through the interactions they build with important actors within the network (Johanson & Kao, 2010).

2.2.1 Network Model - Activities-Resources-Actors (ARA) Model

To further understand these networks, Håkansson (sp) and Snehota (1995) proposed a network model that explained the connections within these networks. The ARA model indicates that interactions within the network occur in three layers of the model: activity links, resources and actor bonds. Pagani and Pardo (2016), analysed digitalization of companies through the use of the ARA model and their findings suggested that as companies connect, their existing activity links become more efficient and effective. However, with the new resource of digitalization, companies are able to provide solutions with the new resource adopted and through the use of digitization companies are able to connect or build new relationships or bonds with other companies that weren't there before. These three layers are conceptualised to be equal and are

mutually dependent and connected (Håkansson & Ford, 2002). However, Arbin et al., (2018) argue that these three layers are more hierarchical and they give evidence to this claim through a longitude qualitative case study from 2015 to 2017 within the transportation network industry. Arbin et al.'s (2018) research shows that, in cases where resources are heavy and available, this determines the pace of/and activities involved which results in determining the actors involved. Therefore, for the purpose of this current study, we seek to research from a hierarchical perspective of the ARA model rather than assuming that these three layers are equal within the chosen focused sector i.e the tropical wine industry. That being said, we state that actors are more important within this industry and we explain more on this perspective in chapter 3 of the theoretical frame of reference.

2.2.2 Network Paradox

Moreover, three network paradoxes have been discussed in Hakansson and Ford's (2002) research. The first paradox is the opportunities and limitations that networks bear. Networks can provide the opportunity for businesses to grow and expand through the resources they supply but can also restrict businesses from acting on their own due to the nodes attached to these networks. The Resource Based Theory (RBT) categorizes resources under tangible and intangible resources that must be heterogeneous and immobile. These resources must also have attributes such as being valuable, rare, inimitable and non substitutable resources for it to provide a competitive advantage (Andersen & Kheam, 1998; Rodriguez & Rodriguez, 2005; Schoder, Schlagwein, & Fischbach, 2019). The second network paradox is the influence of actors within the network. This paradox shows that the focal firm can influence the network and can also be influenced by it. These may show in the characteristics, goals, activities and business strategies as a result of these interactions amongst these networks (Butler & Purchase, 2020; Hakansson & Fords, 2002; Klijn, Van Meerkerk, & Edelenbos, 2020). The last paradox

is concerned with firms controlling the networks and being out of control. The issue arises when firms who seek to control the network find themselves ineffective within the network because of the perception of hierarchy (Abrahamsen, Henneberg & Naudé, 2012; Johannisson, 1988). The whole idea of being in a network and relationship is that both parties benefit from their two-way or more contribution of ideas (Johanson & Kao, 2010).

2.3 Business Networks and Strategy

Business relationships are defined as processes “where two firms or other types of organizations form strong and extensive social, economic, service and technical ties over time, with the intent of lowering total costs and/or increasing value thereby achieving mutual benefit” (Anderson & Narus, 1991, p.96; Ritter, Wilkinson and Johnston, 2004). There are different types of business networks that a firm acquires. Ritter et al (2004) review the relationships within business networks and suggest that firms have relationships with customers, competitors, suppliers and complementors (i.e other firms or organizations). Dean, Holmes and Smith’s study (1997) suggests that the most concerning factor that inhibits business networks is the disclosure of information followed by firms wanting to remain independent. However, various studies investigating the Triple Helix Model have shown that in general when industries, universities and governments work together, they make a huge impact on the country’s development (Galvao, Mascarenhas, Marques, Ferreira, & Ratten, 2019; Jimenez, & Dittmar, 2019; Zhou, 2011). Galvaos’ et al., (2019) systematic review of the literature suggests that the triple helix theory has received growing interests from academics and has led to the development of the triple helix model to the quadruple and quintuple helix. The triple helix model includes the three actors, universities, industries and governments. However, the quadruple helix develops the concept of co-creation involving societies in the equation while

the quintuple involves the real environment or the ecosystem; those who are the end users of innovation contribute towards testing new product developments and innovations.

Business Network Theory (BNT) plays a vital role in explaining business expansion to international markets where gaining access to valuable resources such as information, technology, software, funds and so on allows businesses to operate abroad and consequently learn and adapt (Amin & Cohendet, 1999; Etemad, Wright, & Dana, 2001; Johanson & Kao, 2010). Business networks cost time and effort to build and are often referred to as connected firms (Anderson, Håkansson & Johanson, 1994; Håkansson & Ford, 2002). Business networks can be categorised as relational networks and contractual networks (Ebers, 1999). Relational networks refers to ties established upon trust and moral standards while contractual networks are regarded as obligated ties (Ebers, 1999; Johannisson, 1988; Smith & Lohrke, 2008). Odlin & Benson-Rea (2017) studies showed SMEs use their networks of customers established early on in the internationalization stage and build on them to compete in international markets. In addition, SMEs have also been co-developing products with their customers which as a result allowed them to build committed and loyal networks. Indeed, using networks as an approach to internationalization has become a common practice, Chandra, Paul and Chaven (2020) studies indicate SMEs from developing countries enter international markets when their businesses have been well established locally.

Furthermore, while many studies within entrepreneurship, management and business research examine the role of direct actors within business networks, very limited studies have addressed the importance of indirect actors within a business context. Nevertheless, studies have indicated that networks are crucial for many entrepreneurs in the initial stages of their new business ventures especially with SME expanding to international markets. Granovetter (1977), suggests

that entrepreneurs use both their strong and weak ties to access certain resources. Her perspective is based on the potential of indirect ties through a network of relationships. These indirect ties can be the result of frequent interactions. Relating this to the entrepreneurship literature, this provides opportunities for entrepreneurship. Indeed, Jack's (2005) finding suggests that instead of the weak ties that Granovetter (1977), argues to be crucial, it is strong ties that are important to entrepreneurs. The familiar relationships where trust has already been established such as family members and close friends are points of contact for referral of other individuals who may be able to help or provide information and resources needed. However, Salman and Saives (2005) research, claims that indirect actors are critical as they can positively impact businesses through their flow of intangible resources such as information and experience. This claim is also supported by Landqvist and Lind (2019) where their analysis on resource combining suggests that indirect or weak ties contribute through new business opportunities and information. Studies have argued that indirect actors can only contribute intangible resources such as the flow of knowledge, however this thesis suggests otherwise.

2.3.1 Types of Business Networks

Ford and Mousaz (2007) suggests that a view of business networks can be seen from a structure and process perspective. 'The 'structure' of relationships and interdependencies provide the dynamic context within which a company operates and which it influences' (Ford & Mousaz, 2007 p. 5). The process within business networks however are indicated through the interactions between actors whether consciously or unconsciously. These interactions may include but are not limited to buying, selling, corporations or communications and exchanges (Håkansson & Ford, 2002; Vervest et al., 2005; Lowe, Purchase, & Ellis, 2012).

Additionally, there have been a number of theory contributions towards types of business networks over the years. Lechner, Dowling and Welp (2006) study discuss the relational mix which includes social, reputational, co-opetition, marketing information and institutional networks. Johannisson (1988) studies proposes that entrepreneurs have their own personal network before the formation of a new venture. His findings suggest that the personal networks are not only the ones close to the entrepreneur such as those with kinship and friendship relations but the entrepreneur can also have contractual relations before a start up. These contractual relations could have been from a previous employment or other businesses established in the past (Burton, Sørensen & Beckman, 2002). Business networks are built and constantly changing over time. Some studies have identified that networks develop over the course of a firm's life cycle (Wilson & Benson-Rea, 2003). Social networks are relationships with strong personal connections either with friends, families, long term colleagues and so on. Reputational networks are defined as relations with other firms and individuals entering into a partnership to enhance credibility. Marketing information networks are relations with other actors or firms that allows a flow of market information and knowledge. Co-opetition networks are referred to as relationships in collaborations with direct competitors. Co-operative technology networks are regarded as alliances amongst actors for joint technology and innovation developments (Jiang, Mavondo & Zhao, 2019). Institutional networks are relations with different organisations, governments and associations for the purposes of research and development programs (Bjarshol, 2019; Holmlund & Törnroos, 1997; Jansson, Johanson & Ramström, 2007; Lechner et al., 2006).

2.3.2 Competitive Strategies: Production, Marketing & Management

Furthermore, research has associated business networks with strategy implementation affecting their performances positively or negatively. Numerous studies have indicated that networks are

sources of competitive advantage due to the acquired resources (Gupta & Somers, 1996; Wilkinson & Young, 2002; Rodrigues, Stank & Lynch, 2004). Researchers have stated that organizations pursue business networks due to intangible resources such as information, professional advice and emotional support needed (Batjargal, Hitt, Tsui, Arregle, Webb & Miller, 2013; Churchill, Carsrud, Gaglio, & Olm, 1987; Johannisson, Alexanderson, Nowicki & Senneseth, 1994). It is through the information acquired within networks, firms are able to learn and adapt firm strategies and achieve competitive advantage (Tae, 2018; Yan, 2015). The main concern around business strategy is ‘what makes an organization effective in its environment’ hence leading to certain changes made in their strategy (Håkansson & Snehota, 2006 p 256). Strategy is all about positioning a firm to compete in its environment for future uncertainty and with relationships with other firms they are ‘safety nets’ (Johanson & Vahlne, 2011). However, Hakansson and Snehota (2006) states that strategies give firms the advantage of becoming superior to others and out-perform competition. The dependency on effectiveness and efficiency determines the position of businesses and organizations in their environment (Mouzas, 2006).

Production

Business networks have been quite popular amongst entrepreneur business research studies especially within innovation. Sawabe and Egashira (2007) suggests that knowledge is critical as a factor of production where it is shared amongst competitors in search for business opportunities. Their study focuses on strategy of managing knowledge within emerging industries. The importance of management knowledge strategy used within the innovation of new ideas, keeping those innovations a secret or revealing the innovation and adopting learning strategies from other actors. Firms within emerging industries should be prepared to carry the costs of keeping innovation a secret. However, studies have shown that firms have adopted

strategies of network collaboration and co-development of products amongst competitors and suppliers (Dollet & Matalobos, 2010; Nurruzzaman, 2015; von Corswant, 2005). For example, Dollet and Matalobos (2010) research on premium wine brands have indicated that their network of actors within the supply chains are pulled together to collaborate on a single product. The shifts of products being available for wants and needs have shifted towards more mass customization, postponement and built-to-order strategies to minimize risks and overstock or understock of products. In addition, von Corswants (2005) research also indicated that collaboration between suppliers was beneficial for the new product developments which also resulted in creating new relations with new actors needed for the new product development.

Marketing

Moreover, Benson-Rea et al. (2003) research within the New Zealand wine industry suggests that marketing is crucial when SMEs expand to international markets. There are global strategic issues that exist where networks within international markets can provide solutions. The global strategic issue indicated was the oversupply of wine where brand recognition and awareness is therefore the key solution. Indeed, Lewis, Byrom and Grimmer (2015) suggested that networks assist wineries long term in building wine brand awareness and identity within the regions. Lewis et al. (2015) findings suggest that wine producers and wine growers engage in horizontal networks for marketing purposes. Participating in trade events, wine tastings, newspaper advertising and road shows allows wine producers to showcase their wines and enhance brand awareness (Brodie & Benson-Rea, 2016; Felzensztein & Deans, 2013; Stringer & Benson-Rea, 2014). In addition, Brodie and Benson-Rea (2016) empirical findings also showed that interactions with winegrowers, customers and other stakeholders provided a collaboration and co-creation of collective meanings for the country's national brand that was proved successful.

Management

Nevertheless, Harfield (1999) suggested earlier on that cooperation amongst competition is very crucial for emerging industries survival where necessary. However, Wernerfelt and Karnani (1987) discuss strategies of competing within emerging environments that in particular uncertain situations where firms in emerging economies have less competitors it is better to implement a wait strategy until the uncertainty within the industry has been resolved. However, when firms compete within emerging environments where there are a greater number of competitors, SMEs should implement a more focused strategy since the uncertainty or part of it has been resolved. Their recommendation is for SMEs to compete within niches rather than competing directly with larger firms. A more focus strategy allowed resources to be invested in single products. Indeed, Collis and Montgomery (2008) claim firms should compete based on their resources and capabilities. Suggesting that strategic management strategies should really focus on the RBV theory where resources are inimitable, valuable, rare and non substitutable. They propose that the best resources are those that are intangible, mainly the capabilities that lie within the organisation. Collins (2020) also supported this claim where he examined the RBV theory with human resources indicating management of social capital contributes towards the knowledge and learning of employees. The direct actors within the network of CEOs particularly differentiates skills and capabilities that firms have from competitors.

2.4 Emerging Economies and Industries

Emerging economies are countries categorised with low income and adopt economic liberalization as their main source of economic growth (Hoskisson, Eden, Lau & Wright, 2000). Studies have identified that it is a challenge for businesses to operate in emerging economies

due to resource constraints and those that involve a lack of institutional development and infrastructure (Boisot & Child 1996; Bruton et al., 2013; Doh, Rodrigues, Saka-Helmhout & Makhija, 2017; Khanna and Palepu, 1997; Owolabi & Pal, 2011). Indeed, Bruton et al. (2013) emphasises that emerging economies provide an opportunity for entrepreneurship which many scholars have failed to distinguish from those of mature economies. Entrepreneurship context within emerging economies have been less likely studied by scholars; however Bruton et al. (2013) review of previous studies suggests that entrepreneurship within emerging economies impacts the firm's strategy. This includes the micro-level impacts of where resources are scarce and can be difficult to access resources within emerging economies. The second impact on firm strategy is to concern with the macro-level of which the types of resources and how to use those resources can be challenging if not with the right capabilities and skills to develop those resources. Linking the role of business networks to emerging economies would play a crucial role in accessing those resources and capabilities especially within the start-up phase of an entrepreneurs business (Benson-Rea, & Wilson, 2003; Chandra et al., 2020; Johnason & Kao, 2010). It is even more important within emerging economies where creating connections is critical in the development and survival of the industry in the early stages (Khanna, & Rivkin, 1999; Khwaja, Mian, & Qamar, 2005; Sawabe & Egashira, 2007).

Furthermore, due to a lot of uncertainties within emerging economies, it is important to know people and build trusting relationships amongst them. Trusting relationships are especially critical within developing economies (Humphrey & Schmitz, 1998; Mandják, Belaid & Naudé, 2019) where there are more less formal interactions and less contractual relations built. The institutional voids where no legal obligations are addressed proves it more so that building trust within business networks is critical (Boisot & Child 1996; Owolabi & Pal, 2011). Owolabi and Pal's (2011) review that informal relations come into play to ensure that contractual obligations

or agreements are honoured. Once again it is building that trust element that is critical when creating relations. Trust has been closely associated with personal links such as family ties and close friends. Jack's (2005) research on strong ties indicated that knowing a person allowed them to borrow and use things for their firm since trust has already been developed.

On the other hand, bribery was a major issue in Vietnam and firms were bribing public officials for favors in return which never yielded any long term gains. Edmund, Thand, Thand and Bao (2020) studies of the Vietnamese economy indicated that it is hard for firms to enter open markets due to bribery and corruption weighing the costs for business operations. It is also even harder to operate a business within developing countries when there is less government assistance, policy and legal protection (Nuzzuman, 2015). Firms operating within emerging industries can also be more catastrophic in uncertain environments. Nuzzuman's (2015) research examined the influence of the political environment on the Ready-Made-Garment industry in Bangladesh, an emerging country. His findings suggested the difficulties of making appropriate business decisions due to the uncertain business environment. High country risk on corruption and bribery from bureaucrats on services was not attractive for businesses to create a competitive advantage which also led to weakness in the competitive environment amongst supply chains. The industry mainly depended on the foreign buyers which didn't help businesses because buyers would examine country risk where there was lack of trust and commitment involved. However, reliance on good established relations between buyers and suppliers was the way to survive within the emerging economy.

Moreover, government intervention within emerging industries can have a huge impact in influencing and hindering companies growth within emerging markets (Liu & Yang, 2018; (Sun, Wright and Mellahi, 2010). Government support such as financial assistance available,

collaborative innovative resources, networking relationships and the provision of training can provide the foundation of building and developing an emerging industry (Liu & Yang, 2018; Wang, Li., Yin & Zeng, 2021). Industry policies and regulations have been the aspects that allows most formation of new emergent industries (Georgallis, Dowell & Durand, 2019). Particularly policies around tariffs, duty taxation and environmental policies. Lee, Hwang & Kim (2022) links emerging industries to social change where the starting point of changes towards policies within countries can provide the opportunity for new markets to emerge. These new and emerging industries operate in relatively few or little in numbers and can be difficult for them to operate with little influence compared to established sectors (Georgallis et al., 2019; Lee et al., 2022). It is, however, clear that emerging industries within emerging economies can become a challenge without the right networks of those that are able to contribute to the development of the firm.

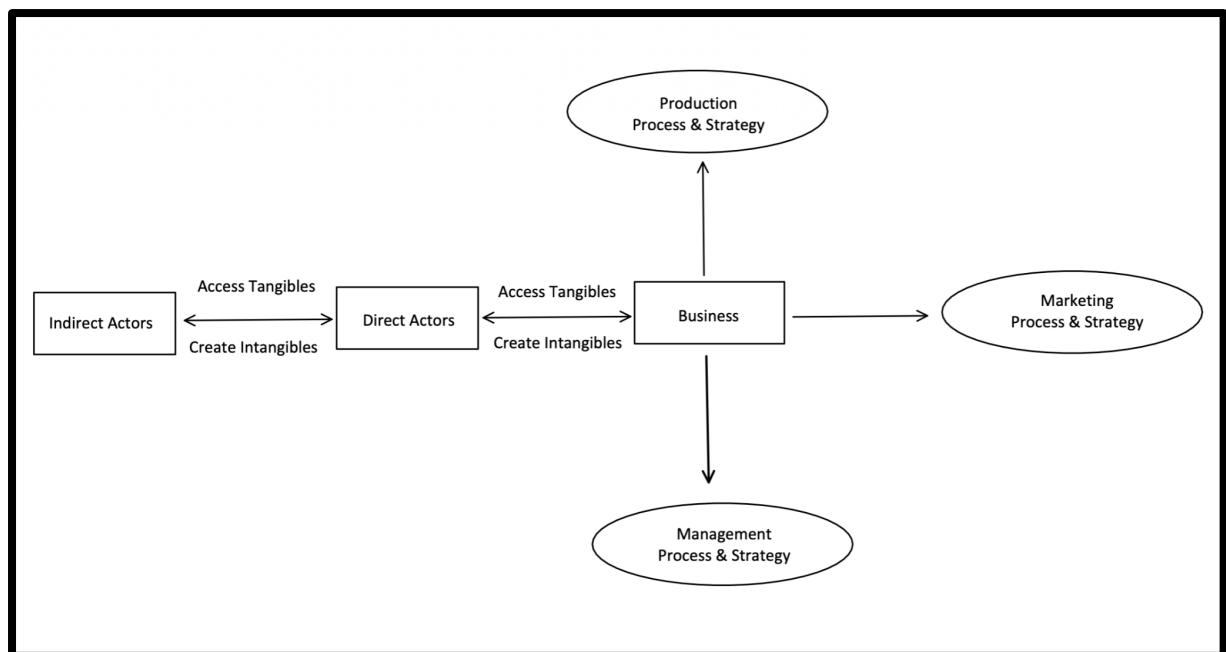
2.5 Theoretical Frame of Reference

Networks have been the main tool for many collaborations and business opportunities. It has also been a tool for many firms seeking internalization. As mentioned earlier in the literature, this study looks at the hierarchical perspective of the three dimensions of the ARA model i.e activities, resources and actor bonds. Hakkansson and Snehota (1995) assume that resources, activity links and actor bonds occur simultaneously explaining the connections within the networks, however Arbin et al. (2018) argues that one causes the other which determines the effect on the third dimension. Their research findings suggested that resources are more superior, followed by activities which then determines actors involved (Arbin et al., 2018).

The same perspective is implemented within the present study however the research examines where and how actors' both direct and indirect ties are more superior than the resources and activities from the ARA model. Figure 1, presents the preliminary theoretical model composed of related concepts and existing theories as a result of the literature review (Carroll & Swatman, 2000; Rocco & Plakhotnik, 2009). The preliminary theoretical framework is the foundation of new theory development for this current research (Varpio, Paradis, Uijtdehaage, & Young, 2020). Theoretical framework describes the relationships between concepts as well as existing phenomena in a logical and constructive way to help understand reality (Rocco & Plakhotnik, 2009; Varpio, 2020). This framework is then supported through the use analysis from systematic review and interviews.

Preliminary Theoretical Framework

Figure 1: Emerging Country Industry: Network Approach



Source: Granovetter, 1977; Håkansson & Snehota, 2006; Johannisson, 1988; Landqvist & Lind, 2019; Salman & Saives, 2005

From the literature review discussion, the lack of institutional voids and support for emerging industries is common within developing economies (Khanna & Palepu, 1997; Doh et al., 2017). Institutional voids are defined as failed or lack of systems within economies to support effective and efficient market transactions (Doh et al., 2017). These institutional voids are occurring through formal and informal institutions which are happening in various institutional platforms such as those within social systems, legal, political and foreign investment, labor and capital markets and many more (Chacar, Newburry & Visa, 2010; Khanna & Palepu, 2010). Formal institutional voids are those that occur from formal government regulations, politics and economy while informal institutional voids are those that occur from a lack of formal contractual protection or when unjust and manipulation occurs within systems and society (Webb, Khoury, & Hitt, 2020). This is why business networks or relationships are critical towards the survival and start-up stage of a new venture within developing economies. A case study of an organisation within Bangladesh shows an entrepreneur utilized its available resources and institutions through its collaboration with multiple actors and networks to build institutions to support the poor societies within the country (Mair, & Marti, 2009). The ability of new businesses and new industries to use their connections to access tangible resources and create intangible resources within emerging countries is therefore paramount. Tangible resources can include assets with physical aspects such as machineries, technology and infrastructure while intangible resources are those with non-physical form such as knowledge and information (Barney, 1991). Entrepreneurs utilize their familiar direct ties such as personal relations including contractual relations from previous employment to access resources especially in the early phase of the business which in this current research employs this definition to identify direct actor networks (Johannisson, 1988). In addition entrepreneurs indirect or weak ties are also utilized and are mainly a contribution towards intangible resources

(Granovetter, 1977; Landqvist & Lind, 2019; Salman & Saives, 2005). Based on the RBV theory, intangible resources can be a source of competitive advantage (Barney, 1991; Kamasak, 2017). This definition of indirect ties is adopted as part of this theoretical framework to identify indirect actors from data collection.

Within developing economies, governments and societies have more influence on industries than those from developed economies (Hoskisson et al., 2000). Therefore adopting the perspective of the triple, quadruple and quintuple helix theory where universities, governments, industries, societies and the real environment become involved in innovations and product development stages to understand the interactions involved in emerging industries within developing economies (Galvaos et al., 2019). With resources obtained at the start-up phase, businesses are then able to use those resources to build and contribute towards activities within production, marketing and management areas of a firm. Throughout these three areas this research focuses on the concept of collaboration within networks through the use of co-innovation, co-developments, co-creation and co-production. Innovation from different disciplines of business, management, economics and entrepreneurship are used to sustain competitive advantage or position strategy within a business. There are various definitions of innovations suggested by previous studies, however the common definition of innovation has to do with the newness element or improved element of innovation that can be performed not only on products and services but also processes, operations, and people (Baregheh, Rowley & Sambrook, 2009). Indeed, Burget, Bardone and Pedaste (2017) defines innovation as superior products and processes that would be effective commercially. Their study focuses on definitions of responsible research and innovation suggesting that invention should be sustainable and desired by society. Co-innovation is therefore open to those external to the organization for their input and cooperation in the early stage of product or service

development which has the possibility of ending before the product is marketed (Maniak & Midler, 2008). Similarly, co-development is for existing projects that are specific to smaller groups mainly those within partnership to the organisation and interactions within co-development can continue throughout and beyond the marketing stage (Deck & Strom, 2002; Maniak & Midler, 2008).

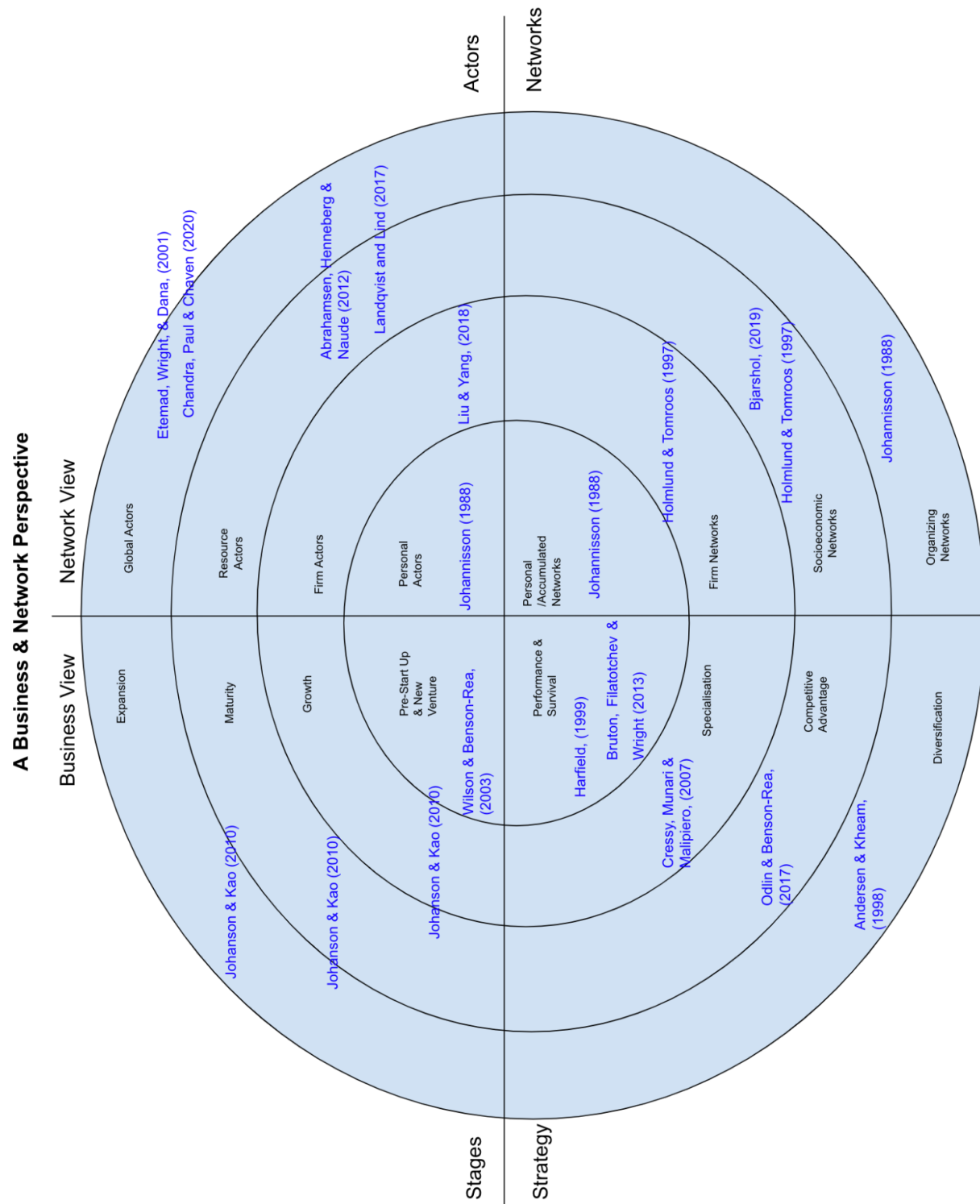
The co-creation concept has been defined from multiple disciplines including but not limited to new product design and service development, customization, collaboration amongst users, co-production, business networks and partnerships (Ramaswamy & Ozcan, 2018). This research adopts the definition within business networks that is specific to interactions therefore, co-creation is defined as creational interactions across interactive system-environments involving engaging agencies and structured organizations (Ramaswamy & Ozcan 2018). Brandsen and Honingh (2018) suggests that co-creation occurs within strategic levels where the direct inputs are taken from citizens in favour of citizens. Therefore, defining co-creation occurs through citizens as co-designers in relation to process and content and citizens as initiators where they start or form a service. On the other hand, co-production is differentiated by focusing on the production cycle in the later stages where citizens are being co-implementor during services (Brandsen & Honingh, 2018).

These interactions within the activity stages would affect the implementation of competitive strategies within the three stages this research focuses on i.e production, marketing and management. Competitive strategy is a firm's positional advantage in the marketplace that leads them to outperform competition (Bayraktar, Hancerliogullari, Cetinguc & Calisir, 2017; Porter 1985). Earlier study defined competitive strategies as different sets of activities that firms engage in creating unique and valuable positions to customers and at lower costs (Porter, 1996).

Competitive strategies is concerned with positioning firms differently from their rivals and Porter (1996) mainly refers to positioning strategies through the activities organisations choose to do differently and better than their competition. Therefore this framework analyses how firms use their networks within production, marketing and management activities to establish competitive strategy within an emerging country industry. Previous studies have widely used Porter's (1980) view on generic competitive strategies through cost-leadership, differentiation and focus (Anwar & Shah, 2021; Furrer, Sudharshan, Thomas, & Alexandre, 2008; Porter & Locations, 2000;).

Figure 2 indicates key readings from a business and network perspective throughout the literature review to give a visual overview of connections between these two perspectives to understand the development of networks throughout the life-cycle of the business. From a business perspective, the different phases of business development such as that of the initial stages, growth, maturity and expansion requires different strategy implementation. From a network perspective, studies that have been identified link the different actors or potential actors that are involved throughout each phase of the business. In addition the firm's networks are also changing as the business goes through different stages.

Figure 2: Summary of Key Readings



2.6 Chapter Summary

This chapter informs this research on existing knowledge about the research topic of which gaps of the literature were identified throughout the discussions. Furthermore, the literature review has also provided an understanding of theory, concepts and ideas that exist around the research topic providing a foundation for this research. The next chapter will then outline the research process on investigating theory and concepts emerged from the literature review. Also identifying the methodology approach to research in answering the research question identified and to satisfy the research objectives of this study from Chapter one.

CHAPTER THREE: METHODOLOGY

3.1 Introduction

The previous chapter set out the literature review relevant to business networks and emerging economies with the emphasis on interaction strategies that would overall affect competitive strategy within emerging industries. This research considers the following research paradigm, methodology and methods undertaken to investigate the theories emerged from examining the literature review in reference to the preliminary theoretical framework. Therefore this chapter explains and justifies the qualitative approach taken to meet its objectives indicated in Chapter one.

This chapter is initiated by explaining the research paradigm followed by describing the qualitative methodology utilized within this research. The research context is then discussed followed by the systematic review process and ethical considerations. Next, the data collection process is detailed through the use of interviews.

3.2 Research Paradigm

A research paradigm is used to indicate the beliefs, ideas and assumptions the researcher has that may affect the way a research is conducted (Denzin & Lincoln, 2011). An understanding of the assumptions of ontology, epistemology and methodology is therefore critical in designing the research approach that best suits the study. Ontology looks at examining the nature of reality, while epistemology is how researchers examine the nature of reality and methodology are the techniques utilized to understand that reality (Khaldi, 2017). This

research therefore takes an interpretivist approach to research which involves researchers to interpret, analyze and explain people's words, meanings, experiences and reasons.

The ontology assumption for this research paradigm suggests that there are multiple realities that exist i.e a relativist ontology where the reality depends on individuals set of experiences, beliefs and understanding; therefore a subjectivism epistemology is undertaken where researchers may influence participants and participants may influence researchers within a research situation constructing a reality together (Given, 2008; Mathison, 2005). Methodology then determines that this research is exploratory in nature for data collection and analysis. Initially, a systematic literature review of journal articles was undertaken to develop themes and topics that would be utilized for discussion of semi-structured interviews for the primary source of data collection in this research (Given, 2008). The semi-structured interviews allow the researchers to control and give direction to the research discussions as opposed to in-depth interviews where discussions are open and topics that arise are discussed.

3.3 Qualitative methodology

A qualitative methodology is chosen for this study. Given that the context of this research seeks to understand business networks in examining relationships and experiences it makes more sense to take this approach. Also previous research within business networks supports this methodology to explore meanings of these relationships rather than frequencies of a social phenomenon (Granovatter, 1977; Landqvist & Lind, 2019). Therefore this qualitative methodology supports the overall aims and objectives of this research. The use of case study methodology is deemed appropriate for this research based on its research aims and objectives. Case studies allow the study of a phenomenon within its context (Yin, 2003). Therefore, to

gain a holistic view of the phenomena it is very useful within qualitative studies to examine multiple cases (Tellis, 1997).

3.4 Research Context

3.4.1 Emerging Tropical Viticulture Industry

Viticulture has held religious and trade significance in Western Europe and has been a practice done mostly in temperate climates (Salisbury, 1973). In the sixteenth century territories overseas such as Brazil, Argentina, Chile, Peru and Mexico started to practice viticulture before the practice was introduced to Australia and New Zealand in the late eighteenth century (Corzo, 1985; Van, 1987). Viticulture has since become popular amongst commercial interests which has led to viticulture practices adopted in tropical regions such as India, Thailand and Venezuela. Tropical viticulture is the harvesting of grapes having more than one cycle per year within hot climatic conditions (Tonietto & Pereira, 2011). In total there are less than 14 countries known for tropical climatic conditions running viticulture operations that produces 5 to 10 percent of wine from the grapes grown while 90 to 95 percent is contributed towards the sale of table grapes and juice production (Possingham, 2003).

The average temperature of 27 to 37 degrees celsius is where tropical viticulture area are mostly possible (Commins, et al., 2012). The vines throughout the year are evergreen however in such tropical climates it causes inconsistent ripening of grapes. This would produce inconsistency in the quality of wine production making it difficult to compete with quality wine produced from temperate climates. Therefore, it is very crucial to obtain a certain understanding of grape growing conditions under hot climates (Carbonneau, 2010). Carbonneau (2010) categories five tropical climatic conditions of tropical viticulture. This

includes Tropical dry; Tropical wet; Tropical dry/wet; Subtropical dry/wet and Subtropical mostly wet. Tropical climates are areas where the winter season doesn't exist and are warm throughout the year which includes a range of low to mid latitudes. On the other hand, subtropical climates are areas where winter seasons vary in duration along with warm conditions, with ranges of mid latitudes. Commins et al., (2012) suggests that soil and water conditions in the regions should also be taken into consideration in addition to the climatic conditions where temperature, humidity, air, rainfall and solar radiation are concerned.

Managing winegrowing within tropical countries was considered impossible; however, new technological advancements and knowledge gained over the years has made it possible for winegrowers within the industry of tropical countries to operate. Different techniques are being used at different growing conditions. It is very critical to adjust these growing techniques while maintaining the vineyards for the production of quality crops (Camargo, 2005; Camargo et al., 2007; Demir, 2014). Vine crops used within the tropics have been on trial and error periods where they are adopted from the traditional vine growing regions or by combining the different crops to find the most suitable vines that grow well within these regions since crops from temperate regions don't grow well within the tropical (Camargo et al., 2007; Commins, et al., 2012). Although some crops have adapted well in the tropics for winemaking, there has not been any studies to date examining the tropical wines produced from tropical grapes in comparison to studies from temperate wine growing regions, nor of how the tropical grape-wine industry alone has been developing.

3.4.2 Emerging Wine Industry - India, Thailand, Tahiti and Philippines

The wine grape industry within the tropics is a recent and emerging industry where to date very little is known overall. India culturally is not a wine drinking country however males have been

perceived to be drinking whisky and rum while wine is viewed more for consumers in the upper class especially for females (Bhardwaj, 2021). Virtually the restrictions around alcohol beverages especially wine policy within the country made it difficult for wine to be available throughout India and still to date other states prohibited wine sale. However, with recent government loose policies around wine availability in different states it is now possible for wine producers to supply wine within New Delhi, Mumbai and Maharashtra (Bhardwaj, 2021; India Law Offices, n.d). To date there are roughly around ninety wineries and vineyards in total within India (Adsule, 2020). The wine industry has begun to gain some attention amongst locals however it is still a work in progress especially with the tourism industry (Goel, 2020). Indian wine growing and production was made possible with the help of experts and foreign consultants. About 80 percent of grapes grown are for table grape consumption with the remainder being for wine production (India Law Offices, n.d; WSET Global, 2020). The most produced variety of wines are Sauvignon Blanc, Chenin Blanc, Cabernet Sauvignon Blanc and Shiraz (WSET Global, 2020). Most of the vineyards and wineries in India are set up to include the hospitality industry such as the resorts, villa or hotels at the vineyards to host guests overnight along with restaurants and outdoor setups for photographs (Goel, 2020). The India wine industry has its struggles with several aspects leading to low wine consumption such as marketing activities invested in quality wine, poor transportation facilities and wine storage but quickly makes up for it through the use of wine experience within the tourism sector.

Similarly, Thailand's wine industry with heavy tax rates in place makes consumers choose other alternative alcohol beverages (12Go Asia, 2022). Recently, Thailand's wine has received high attention from local consumers demanding imported premium wine for social drinks signifying high social status (Beverages Trade Network, 2019). Unlike India with the heavy duty taxes on imported wine that gives local producers the upper hand, Thailand depends heavily on wine

imports which includes French wines and Australian wines that are popular amongst the locals. With free trade between Thailand and Australia, it is reported that Thailand is the second largest importer of Australian wine (Hicks, 2021). On the other hand, local winegrowing within Thailand has become a success however it also comes with its own challenges due to its tropical climate (World Travel Guide, 2016). Board (2021) reports that due to climate change vineyards within Thailand have managed to collect and analyse climatic data that assists winegrowers in managing the growth of vines. Thailand is leading the market of 'new latitude wine' that is not known to many compared to the old and new world wines, however its wine market is still young and has recently started developing. After years of winegrowing production, Thailand now produces 1 million bottles of wine every year. Their vineyards now grow varieties for the production of Sparkling Blanc, Chenin Blanc, Rose Grande, Shiraz, Cabernet Sauvignon, Pinot Noir and Chardonnay (12Go Asia, 2022).

Moreover, very little is known about the Tahitian wine market due to its size and interest however Tahiti as a small island being located in the French Polynesian its wines are predominantly French wines. Prices of imported wines in the islands are very pricy and the majority of visitors purchase wines at duty free shops before arriving in Tahiti (Moana, 2022; Thach, 2017). Surprisingly, Tahiti has produced their own wines and only one vineyard and winery exists to date. The tropical climate allows for a harvest twice a year both in May and December. The winery produces three white wines produced from red grapes which are Blanc de corail, Blanc Moelleux, Clos du récif and a Rose wine called Rosé Nacarat which is a blend of white and red grapes (Tropical Travel Girl, 2021).

Lastly, the Philippines wine industry compared to the other tropical countries within this study produces wine from different types of fruits such as mango, bignay berries, pineapples, bananas, palms, rice and many more (Olarte, 2022). Although grapes have been successfully

grown within the country, there is little known about it and whether premium wines have been successfully produced (Fernandez, 2021; Flores, 2013). Pinoyentre (2010) indicates that table grapes and fruit drinks are the main production of grapes grown in the Philippines. Flores (2013) suggests that the Philippines weather condition is much suitable for wine growing compared to well-developed wine growing countries such as the USA and Europe.

Although the production of wine is now possible in countries within this study it does come with its challenges. One of these challenges includes the quality aspects of wine produced from grapes within tropical climatic conditions. Some countries have achieved this however there are huge differences between the qualities of wine from temperate countries such as Europe, Chile and USA. Other challenges include temperature storage that can spoil the wine while in the bottles or the wine cellars. The vines grown within each country have also been influenced due to each cultures palate and of course those the climatic and soil conditions can accommodate.

3.4.3 Interviews - Sampling Design

Interviews - Target Population and Sampling Frame

This research target population was aimed towards tropical emerging countries i.e India, Thailand, Tahiti and Philippines. Participants targeted were mainly vineyard and winery owners within the region of single respondents representing each firm. The logic behind this decision is due to the emerging nature of the industry where the most likely person to have been present from the initial stages of the business would be business owners. Their perspective would also provide all the answers required when undertaking data collection compared to a winery manager or winemaker who would have been hired as an employee either later on in the development or growth stages of the business. Therefore, the perspectives of employees

would not suit this research in examining business networks and their contributions to the initial stages of the business.

Interviews - Sample Technique

To achieve as many participants as possible, this study utilized a convenience sampling approach due to some vineyards and wineries that were temporarily closed due to the global pandemic of COVID-19. Also, the stress of the pandemic may lead to other business owners unwillingness to participate in the study. In addition, the time and language differences between the countries made it also challenging to get a hold of participants in some of the countries.

Moreover, some of the wineries and vineyards were not listed on google due to early development of the industry so websites are not used widely in these developing countries. Many had facebook pages and some were listed on trip advisor websites “<https://www.tripadvisor.com>” and regional data information and contacts available were utilized to derive a sample for this research. As a result, the Philippines has approximately 30 wineries and vineyards in total registered online, Thailand has 7 wineries and vineyards all together, Tahiti has 1 and India has 90 registered online bringing a total number of wineries and vineyards approached to 128. This sample also included other fruit wineries and farms producing other types of wines on top of grape wines. The main keywords used via google and tripadvisor to search for these businesses were ‘Philippines/Thailand/Tahiti/India wineries’ and ‘Philippines/Thailand/Tahiti/India vineyards’.

3.5 Systematic Review Process

This research adopted a systematic review approach towards collecting previous studies of emerging industries within emerging economies in relation to examining the use of networks. Before collection of primary data it was important to conduct a systematic literature review to

draw out themes for discussion with participants hence the design of questions and topics included in the data collection process. The systematic review process was undertaken throughout a one month period which provided a more rigorous approach to data. The protocols of PRIME were utilized for collecting and selecting journal articles to answer the research question (Kakoli, 2015; Lewis-Beck, Bryman, & Futing Liao, 2004). The selection of journal articles followed the inclusion and exclusion criteria below.

Inclusion criteria

- The study discusses the use of networks
- The study uses data from an emerging country and/or from emerging industry population
- The studies are Qualitative in nature only

Exclusion criteria

- The study did not provide information relevant to the research question for this review (direct and indirect actors involved, their contribution to emerging industries, types of relationship connections etc)
- The study uses data from developed economies and industries
- Secondary research (journal articles etc)
- Use of Quantitative studies

As a result the following table shows the number of journal articles and their approach to research. The only articles that were considered for a full review were those of qualitative research in developing economies and industries excluding secondary research of other journals. The reason behind selecting qualitative research studies only is due to the fact that this research adopts an exploratory approach from an interpretivist perspective. Therefore, mixing results of qualitative and quantitative research should be separated due to the different perspectives adopted where quantitative research are more likely to adopt a positivist perspective and approach to research.

Table 3.1: Results of Journal Articles

Types of study context	Qualitative Research Approach (incl Secondary research)	Quantitative Research Approach	Total
Developed Economies	40	154	194
Developed Industries	0	13	13
Developing Economies	12	0	12
Developing Industries	17	0	17
Both Developing Economies & Industries	8	0	8
Developed/ developing context not stated	11	1	12
Both in developed & Developing context	0	2	2
Context not related	13	0	13
Total	101	170	271

3.5.1 Systematic Review - Sampling Design

Systematic Review - Target Population and Sampling Frame

The systematic review was mainly sourced from the University's catalogue search. Targeting mainly journal articles of emerging and new industries that were mainly related to collaborations and network topics within the context of emerging or developing countries. The research aims and objectives were key drivers for deriving previous studies on the research topic.

Systematic Review - Sample Technique

The University of Auckland's database was utilized for this purpose. The main keywords used for the search were “emerging firms and business associations”. The initial search yielded 1380

journal articles including media articles relating to the keywords. The filters utilized were of the subject guides of Innovation, Science technology and other, research, entrepreneurship and also personalising the results to include agriculture & forestry. The filter only included journal articles from the past five years to avoid any outdated research collected as part of this approach. This resulted in 709 articles excluding media articles. The number of potential relevant journal articles was reduced to 271 journal articles. Reducing the number of journal articles involved reading from the title and if the title did not clearly articulate what the article was about the abstract was used to identify relevant journal articles for this study. For example, some journal articles had titles such as the association between company performance and CEOs characteristics. Just from reading the title this examined it did not have any relation to networks or business associations even though the word association was in the title. Furthermore, after careful consideration of the abstract of 271 journal articles it was clear that only 50 journal articles were suited to the context of this study. Using the inclusion criteria only 13 articles were identified to be relevant and eligible for a full review which also aligned with the research aims and objectives of this research.

3.6 Ethical Considerations

This study followed the ethical procedures and standards the University of Auckland had implemented (Appendix A). Two things were considered in the primary data collection process. The first involved informed consent for participants which included the provision of an information sheet so that participants are fully informed about the research and in relation to any risks involved. A consent form was also provided to participants for them indicating they have agreed to participate in the interview. Moreover, confidentiality was another ethical consideration where participants were assured that their participation would remain

anonymous. Therefore, keeping their identities confidential and not having to mention the company's or business name in association with any of the data extracted and analyzed. Also, if any of the sensitive business information was shared that the researcher would keep confidential.

3.7 Data Collection

3.7.1 Interview Data Collection

This study utilised interview methods with participants to collect primary data. Initially, invitations to participants were sent via email from September and a second attempt was made through follow up calls a month later. Due to busy seasons from November through to January it was unfavorable to contact wineries and vineyard businesses during this period. This decision was due to unfavorable outcomes of the first attempt of contacts where some businesses were in their harvesting period and others either on holidays or the busiest time for winery sale. Therefore, a third attempt to contact these wineries and vineyards was done from late January to early March allowing a 2 month data collection period for this research. From 128 businesses approached via email only 21 wineries and vineyards responded through a telephone follow up in the second attempt. There were 7 businesses from Philippines, 3 from Thailand, 1 from Tahiti and 10 from India bringing a grand total of wineries and vineyard businesses 21. However, as a result of those telephone follow-ups on 10 interview participants were willing to participate in the study i.e 4 participants from the Philippines, 1 from Thailand, 1 from Tahiti, and 4 from India.

Semi-structured Interview Design

This study adopted a semi-structured interview method for collecting interview data from participants. Semi-structured interviews allow the researcher to have an idea of topic questions that would provide open ended questions to participants. This method of semi-structured interviews would also provide a structure of questions guiding the researcher's research. However, through the use of this method it may be necessary to follow up participants' responses with questions to allow clarity of responses within interviews. As part of the interviews, participants were asked to allow 2 hours minimum to complete their interview. The interviews were conducted online through Zoom face to face video calling and of the time that best suited the participants in their timezone. Each interview was both video and audio recorded after obtaining participants permission to be recorded. The interviews were then transcribed through the five star rated transcribed app <https://apps.apple.com/us/app/transcribe-speech-to-text/id1241342461> which was then fully edited by the researcher to give clarity on some of the content that was not clear.

The semi-structured interview questions were structured in three sections drawing on the literature review, themes that emerged from the systematic literature review and initial theoretical framework. Referring to Appendix B, the first section of questions were related to examining existing relationships within the pre-start and start-up phase of the business. Questions in relations to how the business started, existing relations that assisted with the start-up of the firm and how the contributions of those relations made to initial stages. The second section then looks at similar questions but within the relationships of the development and growth stage of the business. This section included the identifying of direct and indirect actor networks and contributions. The last section of the semi-structured interview examines the

emerging environment of the industries. This included questions related to relationship management and governments impacts on industries.

3.8 Data Analysis

Analysis of data collected is discussed in this section. Initially the discussion of the use of thematic analysis for the systematic review of journal articles followed by the primary data collection of interviews. Data analysis outlines the process of data collection, data filtering and reduction, the organization and interpretation of data to identify patterns that relate to the research question.

3.8.1 Thematic Analysis

Analysing both journal articles in full review and the ten interview responses through thematic analysis requires the identifying and reporting of emerging themes of similarities from the data set (Braun & Clarke, 2006). Employing thematic analysis as a method of qualitative analysis in this allows for the systematically identifying, organizing and insight seeing of meaningful patterns across the data called themes. Themes are referred to as shared or similar meanings or what's common in relation to the research (Braun & Clarke, 2006; Braun & Clarke, 2012). This research employed Braun and Clarke (2012) thematic process in analysing both journal articles from the systematic review literature and interview data collected.

3.8.2 Procedure for conducting Thematic Analysis

Journal Articles

From the selection of journal articles each article is fully reviewed through familiarising myself with both the context and literature of the articles. Once familiarised with the article, each

article was converted through to Adobe to allow editing, highlighting and inserting of text of PDF format. Initially, highlighting the texts that were of interest or related to the research question and objective. Then initial codes were then applied to the highlighted text. While initial codes were applied, they were also copied into a Microsoft word to ensure that type of code applied was consistent throughout the coding process. Therefore, a check needed to be done with the first half of the journal articles before proceeding to code the rest of the journal articles. The third step into thematic analysis was to collect all the initial codes into Microsoft Word and organise them into patterns or groups of data. Some codes were deleted since they were not related to any group of data and some codes needed to be recorded. The recoded codes were then also changed on the Adobe format of each journal article so that it was easy to navigate and search for data relating to the code. The last step into analysis of journal articles was defining the themes. These themes are presented in Chapter 4 of the results section for systematic review.

Interview

Once the interviews were completed, the recordings were transcribed and data extracted were only edited for brevity, removing any words or clauses that are not essential for understanding the overall meaning of data extracted however grammatical errors were not edited as this is not advocated (Braun & Clarke, 2012). The use of Microsoft Word and OneNote were the main applications utilized for thematic analysis. Microsoft Word included the initial codes and recoded transcripts while the OneNote application was used mainly for visualising themes and organizing themes to follow a coherent story when reporting.

The first step to thematic analysis was the researcher's familiarization of the data. This included reading the transcription and highlighting interesting texts that were relevant to this research.

Secondly, the second attempt to re-read the transcript of the highlighted text was undertaken and then assigning initial codes to the first 5 transcripts. In this second step, due to the large qualitative data, the codes were then collected from the first 5 transcripts to identify any similar codes that should be corrected so that it was easier to navigate through the coded transcripts. Once the similar codes were corrected and tidied, the rest of the 5 transcripts were then coded according to the correct codes used in the first 5 transcripts. Thirdly, searching for themes where all the codes were then collected on to a separate new word document to see similarities amongst the codes after organising them. Once the codes were organised and separated into groups of patterns these were now the potential initial themes generated. Fourthly, reviewing the potential themes where the 14 initial themes along with their codes underneath it were copied onto OneNote to make connections. This step assisted in identifying themes which could have been a sub-theme in relation to a main theme emerging from the data. This step also helped to reduce the themes to the main relevant themes for this research and disregard themes that were not of importance to the research objectives. The fifth step to thematic analysis involves defining and naming the themes which was also done throughout reporting the analysis as meaning of individual extracts were analyzed as an example. Lastly, reporting of the analysis where themes were logically organized and reorganised on OneNote to provide a coherent story or picture for reporting. The themes are then reported in Chapter 4 of findings in a logical way that builds on the previous themes.

3.9 Ensuring Trustworthiness of the study

Ensuring that this study is reliable and trustworthy, there are three elements that this study conforms to guaranteeing that there is reliability and trustworthiness of this study. These

include the credibility of the study, the transferability of findings to other contexts and the confirmability of the study. These elements are discussed as follows.

3.9.1 Credibility, Transferability, Confirmability and Dependability

For this study to be credible, the use of data from multiple sources are utilized which in this case journal articles of previous studies were related to the phenomena and interviews from participants were undertaken (Denzin & Lincoln, 2005). This enables understanding of the phenomena in depth before and allows for the interpretation of the phenomena accurately (Davidson & Tolich, 2003; Yin, 2003). In addition, regarding transferability, this refers to the results or the findings from this research in relation to other contexts (Guba & Lincoln, 1989). Therefore, the use of case study research offers an in-depth and rich description and understanding of the phenomena that would provide researchers and businesses with a better understanding in applying results to other similar contexts within emerging economies. Lastly, confirmability and dependability of the research depends heavily on the description of the research process which includes the data collection process and analysis. To minimize the researcher's influence on the data collection process and data analysis, this study offers a well-detailed explanation of the research process what, how and why certain decisions were made.

3.10 Chapter Summary

Chapter three has outlined the methodology approaches to investigate the research question indicated in Chapter one and the theories and concepts that emerged from Chapter two of the literature review. The research process detailed in the chapter informs the reader on the research paradigm adopted and how it is undertaken for data collection and analysis throughout the research. The next chapter provides the findings of this study through the methods utilized as explained in this chapter.

CHAPTER FOUR: FINDINGS

4.1 Introduction

This chapter begins by giving an overview of the theoretical framework used to discuss the results derived from the data analysis. This chapter then presents the results in two main sections through the use of thematic analysis. The first section provides the findings of the systematic review while the second section then looks at the interview results.

4.2. Theoretical Framework

The Hakkansson (sp) and Snehota (1995) ARA model was utilized in this chapter to understand the relationships, contributions and interactions of networks within the data analysis. Given the research aims and objectives, the ARA model was relevant in the discussion of results. Granovatter's (1977) perspective on weak ties is also adopted in identifying indirect ties and relationships throughout the findings.

4.3 Systematic Review - Thematic Analysis

As a result of data analysis, two main themes emerged from the analysis of systematic review which is discussed in the next two sections. Firstly, the description of results relating to the theme of knowledge sharing as a source of industry growth and development. Then moving on to describe the theme of governments and industry organizations playing a vital role in industry development. The systematic review presents a combination of the findings and discussion throughout the analysis of each theme.

4.3.1 Theme 1: knowledge sharing as a source of industry growth and development

This theme identifies that network interactions are more heavily engaged towards intangible than tangible resources or activities within the emerging industry contexts. From the analysis of previous studies there are various reasons why actors engage in knowledge sharing, be that it may be amongst members of communities, organisations, competitors, universities, governments and private enterprises. Due to industries' new and emerging concepts, previous studies have indicated the use of networks for innovation where knowledge sharing becomes paramount. Fu (2021) discusses the importance of collaboration amongst makerspace organisations in sharing knowledge and ideas for innovation attracting the private enterprises for commercialisation of these innovations whether new products or new industries.

In addition, sharing of knowledge and information are utilized for problem solving amongst networks. In the technical and medical industry, Xu, Yang, and Xue (2019) stated the use of professional personal networks to seek information for a solution to a problem amongst actors and that having the confidence to share those issues amongst the network with absolute discrete and no information leakages. The pharmaceutical industry also shares the same perspective where the importance of networks to share knowledge and information to a common problem in staying competitive and surviving within the industry was critical (Jordão, Novas, & Gupta, 2019). This collaboration amongst competitors in the creation of a knowledge network was not as open as it was when the network was first initiated over a crisis however, as members' businesses developed strategically through improvements and developments of processes within the industry the more engaged members became in the knowledge network. Venugopal and Viswanathan (2019) studies also discussed the critical role of information sharing amongst local societies and governments and social enterprises for effective and efficient use and

implementation of social innovations. The need for information sharing arises when social innovations implemented are not utilized to their full potential. Local communities especially those within developing or emerging economies have limited knowledge, education and information for new resources that are implemented to improve quality of living or fill institutional voids that exist. On the other hand, governments and social enterprises would not only need to educate local communities but also learn from them in terms of what, where and why resources are needed to better provide innovation that communities would actually benefit from.

Furthermore, sharing of knowledge is not the only factor that is important but also the actors that share that knowledge. Coussi, Faccin, and Balestri (2018) suggest the involvement of university actors within knowledge sharing and production of knowledge offering academic perspective amongst industries along with governments support influences investments and access to financial capital for emerging industries. Their studies discuss the interactions amongst the triple-helix model for innovation which allows for the reduction of costs in research, uncertainties within the industry and environment and risk reduction through these collaborations and interactions. Similarly, interactions amongst governments, industries, universities and agencies are also indicated through the agriculture industry where the need for a high level of knowledge and capital is required. For example, “tacit knowledge on the complex process of crossbreeding, complementary innovations such as soil and crop management techniques, and the development of an elaborate ecosystem of diverse organizations to enable diffusion of new seeds and associated technologies to farmers and other end users” (Parente, Melo, Andrews, Kumaraswamy, & Vasconcelos, 2021, p655). Stentoft, Philipsen, Haug and Wickstrøm (2020) studies also suggest the importance of knowledge sharing amongst industries as part of the motivations to join associations however some may

be restricted due to non-disclosure-agreements. Moreover, information sharing also becomes important amongst networks when industries internationalize to new economies. Zonta and Amal (2018) indicated the importance of the use of their networks not only in their home countries to gain access to high quality information regarding overseas markets but also the use of their networks within host countries to access different relevant information. Acknowledging that industries from emerging economies are limited to their networks and information when internalising, it is paramount to expand and join different networks to lower barriers to entry and avoid business risks within developed economies. Developed economies provide more stability and certainty than those of emerging economies therefore internalized emerging industries should understand and ensure access to business, process and institutional information to avoid risks. For example, accounting networks assisted the technology and communication firm with taxation information and systems within the host countries which differs from systems of that of the firm's home country (Zonta & Amal, 2018). In addition, bureaucratic, financial and legislation knowledge and information of host countries would ease the process of operations and management of the firm.

Table 1: General use of networks

General use of Network	Industry	Key readings
Sharing Ideas, Knowledge & Information	Various, Technical & Medical Industry, Agriculture & Forestry, pharmaceutical industry, Communication & Technology Industry, Additive Manufacturing Industry	Fu, P. (2021) Venugopal & Viswanathan (2019) Xu, Yang, & Xue (2019) Jordão, Novas & Gupta (2020) Zonta, & Amal (2018). Coussi, Faccin & Balestrin (2018). Parente, Melo, Andrews, Kumaraswamy & Vasconcelos (2020). Stentoft, Philipsen, Haug & Wickstrøm, (2021).

Sharing & Access of tangible resources and activities	Technology Industry, Food and Agriculture Industry, Transportation Industry, pharmaceutical industry, Alcohol & Beverages industry	Xing, Liu & Cooper (2018). Xu, Yang, & Xue (2019) Lawson-Lartego, & Mathiassen (2020). Liu, Ma, Zhu, & Ji (2019). Jordão, Novas & Gupta (2020) Drakopoulou, Wilson, Bhaird & Bisignano (2018). Zonta, & Amal (2018).
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4.3.2 Theme 2: Governments and organizations play a vital role in industry development

While the access to knowledge and information sharing is important in growth and development of emerging industries, those that facilitate the learning process provide the important role of support and management for developing the emerging industry. Due to the common lack of institutional voids within emerging economies, governments and industry organizations tend to be the bridge that guides and supports industries within such economies. Governments have created organisations to facilitate learning processes such as those to facilitate innovation through the sharing of knowledge and ideas (Fu, 2021). The placement of government representatives to support and manage these organisations allows monitoring of new industries and communities which can be challenging especially when viewing governments as external or outsiders to the communities. Providing representatives that become involved and engage amongst communities establishes identity and legitimacy amongst society (Venugopal & Viswanathan, 2019) especially those within emerging economies where trust is an important element of relationship building (Xu, Yang, & Xue 2019).

Government roles in creating new organisations in support of emerging industries are especially critical in the initial stages of the industry. For instance, the creation of the Empara

organisation to take initiative in research and development of the soy seed sector in the development of barren land into soybean cultivation. Empara worked alongside the Cooperative System for Agricultural Research (CSAR), American universities and other state agencies to develop the industry (Parente et al., 2021). The Government's initiation of the project allowed other actors to come together in a collaborative manner and provide their input in the development of this new sector.

Similarly, the role of different organisations that may seek to provide support for local and emerging industries through accessing resources and links to relevant and available networks. Lawson-Lartego and Mathiassen (2020) studies in particular discusses a non-profit organisation in Bangladesh in seeking solutions for farmers to access quality resources needed such as medicine and food to improve the dairy industry. This led to the creation of a hub network where partnership with businesses within the industry and those new to the industry were linked together in this hub network to connect with farmers in co-creating value and resources needed in improving the dairy industry. In addition, through this collaboration of non-profit organisations, firms and farmers they are able to utilize their existing network to employ new members to the organisation. These organisations become important network connections to different actors that can benefit them. Furthermore, as such non-profit organisations are formed to provide support to industries, business associations also have a similar role within emerging economies. Associations can facilitate reducing cost barriers of resources through the shared resources and learning amongst members (Stentoft et al., 2021). The use of technology becomes very costly especially to small firms, however through associations provision of such technology to its members reduces the costs of resources in obtaining new technological equipment and time spent on learning new equipment effectively

and efficiently. For example the use of human capital resources through the association, those that already possess the knowledge and understanding in operating such technology.

4.4 Interview - Thematic Analysis

From the analysis of the data four main themes were derived as a result which are discussed in the next four sections of this chapter. The first section describes the findings in relation to the theme of previous and existing direct network contributions towards industry start-up phase. The second section discusses the results in relation to the theme of intangible over tangible resources followed by the third section of theme relating to the role of actors both indirect and direct connections and contributions in the development of emerging industries. The fourth section describes the last theme relating to the environment operations specifically the effects of the emerging economy environment. Finally, this chapter concludes on drawing together the main findings to address the research question developed in Chapter one. Throughout this chapter abbreviations are used to justify the findings and acknowledge the source of data. Participant interview data will be abbreviated as (P1, country code, p#), where country code acknowledges in which country the participants are located i.e Philippines: PHIL, India: IND, Thailand: THAI and Tahiti: TAH.

4.4.1 Theme 1: Previous and existing direct relations are critical in accessing and creating resources

Business participants who ventured into exploring the new wine market segment within tropical countries were mainly entrepreneurs who have been exposed to and had working experience within the industry abroad, developing their passion for wine. Taking their love for wine back to their home country wanting to share the same experiences they have been exposed

to the locals after seeing a gap in the local market and potentials towards where the industry can lead to. The entrepreneurs nature of risk taking and in doing the impossible within an environment that make it even more so challenging for the industry to thrive uses business networks to create and access resources needed.

Results show participants' main sources of resource access were from those of their previous and existing relationships. These relationships were part of their personal networks, previous and existing employment networks as well as casual networks.

Personal networks

Personal networks were seen to have some sort of contribution towards the initial development of the business in relevant areas. Personal networks involved the entrepreneurs' close ties, individuals they have known and established relationships with on a personal level for more than 6 months. These relationships were either close families and friends or work colleagues who they have developed personal relations overtime. Tangible resource access was seen to be shared mainly amongst close ties.

“we do sometimes borrow the equipments too, for example, a couple years ago, uh, the other vineyard, they, uh, missionary, they broke down and, uh, to import one, it going to take months before it got in all the equipments are imported from Italy, from to us, or from like, uh, Spain or Syria, something like that. They all import German or something like that.

And it takes like three, four months before it's got in. Or even though if something breaks down to spare, it takes a very long time. And, uh, after you harvest grapes, you need to process it right away or, or else it starts going bad. So, uh, one of our good friends, the, the other vineyard, the break down, so they just drive straight to us and then with the

truck and then they load it up, and then carrying some of the borrow equipment's and then, uh, return those in, uh, a week, something like that" (P4, THAI, p46)

Participant 4 is one of the examples where tangible resources such as equipment are shared through personal links or relationships, they have already established which in Participants 4 response refers to this relation as one of his good friends. The relationship indicates that there is trust associated in the relationship and knowing the person's good nature had maintained the connection in sharing of expensive equipment. Sharing equipment to only good friends that would guarantee return and undamaged expensive business equipment would most likely guarantee the sharing of tangible resources next time.

Furthermore, intangible resources were also seen in the data analysis amongst personal networks. Participant 2, emphasised how critical the research and development stage was in producing wine. She refers to the level of trust shared between experts within the industry that her father nurtured personal relationships with which assisted their business in the technical knowledge in wine making.

"Um, I think that's very evident when we first started doing our research, given the personal network that my dad had with the consultants and the, the people that we've hire to actually do the R and D prefer the wine. So it was more on a personal level that he knew these certain individuals that we were able to do the start up. So that's very, very important. And I think the level of trust that they've actually given us, um, to actually share their knowledge is a huge factor of where we are right now. So had they not given us the technical know-how or share their learnings? I don't think it would have taken us this early to actually produce wine. It would have taken us probably

longer, um, to produce the wines commercially. So yeah, very, very important part. ”
(P2, PHIL, p44)

Employment network

The next network connections that were critical within the data analysis were the entrepreneurs' previous and existing employment network. Results suggested that participants' reliance on their employment connections for new connections to other actors was critical in the early stage of their business development.

“I am an official of the university until I retired, actually I retired and, uh, my market, there are also officials of the university. And, uh, and so if the Dean of the college would like to buy. So once in a while before they, buy wines for us to celebrate their groceries, uh, talk to organize a seminar where they invited speakers and they would have to give etc... So actually the one of mouth from these buyers help a lot promote our wine.” (P1, PHIL, p2)

“Yes. And also, since I am from the university, um, once in a while I give, uh, wines to student groups and, uh, departments for free. Right. So that I can, uh, advertise the wine” (P1, PHIL, p30)

“The old man is UPLB alumnus, a fruit nursery owner. I know him because I am a professor of fruit crops who knows the various stakeholders, Because, uh, he was at that time, an active member of that, uh, association. So I became a member of that association because he, uh, introduced me to it and he endorsed my membership to the association”(P1, PHIL, p45).

Participant 1 response provides a better example of the use of his employment network in connecting with other actors. First, his employment network with the University provides him

access to connecting his business to the university staff and students as a potential market segment for his wine business. Secondly, his profession of being a professor of fruit crops where he has various connections with other stakeholders in the field connected him to the business association.

“Yep. my, father used to be also the provincial agriculturist and also a consultant of the local municipality for agriculture. So given his stature in the local government, he has, uh, a wide network, um, with other local government units as well. So at that time we were able to, to get, um, contacts on who we're actually producing wine, not just our inter region, but also in our, um, nearby provinces and, and, um, the in low”. (P1, PHIL, p45).

Lastly, Participant 2's response also indicated her father having started the business, his previous employment network with the government was vast which assisted them in connecting to the right people locally and throughout the region who were able to assist in the initial start-up of their business. Both examples from Participant 1 and Participant 2 responses involved both the use of employment networks that were heavy in nature in relation to multiple connections compared to the use of employment networks with single or fewer connections. Furthermore, these wide employment networks especially with universities and governments suggest having multiple purpose actors or connections involved which is evident in both these examples. The universities have connections with various stakeholders and government connections to various organisations and agencies with different functions.

Casual networks

These network connections are more informal in nature and are only there temporarily without any long or committed relationships built around it. These connections can include customers such as tourists visiting the area, temporary relations gained from promotional events such as trade fairs and expos and interactions with different government agencies that are temporarily there for a shorter period of time.

“I have no formal relationship with university relationship with them, but these are informal relationships, which, uh, crop up every now and then” (P1, PHIL, p30).

Participant 1 suggests that there are no formal relationships that promote his wine; however, the use of informal networks such as those temporary connections gained from his place of employment provides the opportunity for marketing his wine through word of mouth.

“Okay. And, uh, with that, you are being promoted word from the mouth in every agency that would come” (P10, PHIL, p42).

Those from the government agencies as well provide the opportunity to market wine through word of mouth through its members. Agencies that come and go are exposed to the wine businesses suggesting that although these casual networks are temporarily in nature, the opportunity to expose as much relevant information to them is crucial in utilizing them fully.

4.4.2 Theme 2: Intangible resources such as the creation of knowledge and skills were more critical use of business networks.

This theme outlines that both direct and indirect networks contribute towards knowledge creation and skills within a new industry and uncertain environment. The lack of knowledge in tropical viticulture and winemaking was frequently mentioned and a stronger indication for participants' interactions with connections they have and seek to make.

“like the knowledge of, uh, grape propagation here in the Philippines still, uh, limited. So we're still on, uh, current in our research and development”. (P3, PHIL, p2 & p3).

“ I also visit, uh, different and observe, uh, on their ways, on growing, uh, grapes and, uh, just, uh, choose which, uh, which methods are best applicable and, Uh, vineyard, they have this different system in controlling, uh, insect.” (P3, PHIL, p28).

Participant 3's response clearly states that the country's knowledge of growing grapes is still a work in progress and very little knowledge is known about the effective growing techniques. Engaging in taught-knowledge from educational institutions therefore becomes important. He also refers to self taught-knowledge through observations and visitations to vineyards in the area. Understanding and comparing systems used in learning and perfecting growing techniques becomes paramount.

“We have this existing vineyard here which it's located in a DVO city, like a three hour drive from our place there. And from there, he actually is our mentor in, uh, taking care of the grape vineyard. He has also, uh, wine making business and, uh, think he's, uh, currently number one in the Philipp” (P3, PHIL, p6).

The collaboration between the two vineyards formed relations from a casual network where business interests later on formed personal relationships which in turn were utilized for gaining business knowledge. The reference to having a mentor from another vineyard in the area suggests that this person being an expert in the field of grape growing developed a close and trusted relationship with Participant 3. The fact that the mentor is also in the winemaking business makes this connection a critical one that would provide effective knowledge around grape growing and winemaking.

“when we first started doing our research, given the personal network that my dad had with the consultants and the, the people that we've hire to actually do the R and D prefer

the wine, so had they not given us the technical know-how or shared their learnings? I don't think it would have taken us this early to actually produce wine. It would have taken us probably longer, um, to produce the wines commercially. So yeah, very, very important part.:" (P2, PHIL, p44).

Participant 2 refers to knowledge as the technical know-how-to or the effective processes to undertake. Interactions with experts through their personal networks proved critical in the initial stages of the business. The use of their networks saved the business time and effort in the research and development stages which is costly to undertake. The use of personal networks for knowledge creation produces quick results.

"we are more of like the, uh, knowledge sharing, uh, no, no financial support or anything. Uh, because we growing grapes in tropical country are extremely new. Uh, nobody knows about that before and turns out that, uh, a lot of knowledge that even though my dad, he, he went to Australia, uh, and ALAN wine. It's also considered as quite a hot country. Yeah. Uh, translated to Thai it's to, uh, it's a hundred percent correct translated toward tropical" (P4, THAI, p10).

Participant 4, also indicated that knowledge was mainly shared amongst members of the business association which also happens to be part of their personal network as a group of friends that have developed personal and social relationships long before they became part of the business association. Knowledge sharing was more critical within the industry due to its emerging and new nature. Acknowledging that existing knowledge relating to the new wine industry was available from traditional wine countries it was not transferable in practice within the environment the new wine industry was operating.

"but a lot of people help us to, to grow. Cause we talk about, uh, the way to grow, to cultivate, to find the best quality one, you know,. Even if we are specialists, every good

idea is good to take, you know, nothing can be wrong if you don't try it. That's it, because it's new, so it's not easy. So you have to take care of every idea of everybody. Uh, it's always interesting" (P9, TAH, p1).

Participant 9 refers to knowledge creation as a form of idea. The use of casual networks such as those with new and informal relationships, including customers such as tourists are welcomed and considered due to the new nature of the industry. Even experts within the wine industry are still learning, experimenting and researching.

Sub-Theme: Engaging in research and experiments sets the foundation of new industry developments

Moreover a sub-theme emerged as a result of theme 2 in relation to the use of business networks to engage in research and experimentation. This sub-theme is evident through participant responses indicating that trial and error of varieties of crops and experimenting on wine making becomes critical in both the development and growth of the business. Table 2 shows the extract examples from each participant who have gone through the researching phase and experimenting stages along with its relation to the ARA model.

Table 2: Data Structure of network use for research and experiments

Extract examples	Actor network	Collaboration
<i>"actually we started it as early as the time of the student, uh, uh, who conducted, uh, initially, uh, it on wine processing as health food now, as I told you here for, uh, produce, uh, semi dry, uh, wine, uh, by semi-dry it has, uh, 12 person alcohol and a total. So she experimented on different levels of total soluble solids, or total levels, some sweetness, well, 11, 10, 9, 8, uh, and this can be done by actually adding sugar because initially we produce, uh, eight total solid solids. So if you add sugar becomes nine more sugar becomes</i>	University employment network connection to research student	Experiment for both student research project and creation of new wine for business

<i>10 more sugar. (P1, PHIL, p8)</i>		
<i>“It was actually a collaboration between him and the university because, he used to study it, I think, back in college because he has also a degree in agriculture and animal. He Ry, so given his contact with the local state university here, which is, um, Don Mariano, Marcos Memorial state university, or <inaudible>, and also the department of side and technology, um, we actually hired or had an MOU or memorandum of understanding to actually do a research on the local food wines” (P2, PHIL, p5)</i>	Student connection to the University	University offered to assist as a form of research projects for the University and creation of production knowledge of wine for business
<i>“for example, the one who taught us in, uh, the in grape propagation. So we need to have a special, we need to like, uh, nourish our connections with them because we exchange ideas ma when comes to technology. So say For them doing their research at the same time, we're doing our research also. So instead of, uh, being, uh, treating them as a competitor”(P3, PHIL, p38)</i>	Competitor connection	Competitors learning from each other
<i>“what we are doing right now. It's not sure that it's going to be a hundred percent perfect or, or working all the time, still trial and error. That's, that's why we, of us at all of our vineyard, including us, we have like a, an experimental block, like the whole area that we grow, like new worthy of grapes”(P4, PHIL, p80)</i>	Business association network	Search for new variety crops and improvement in growing techniques
<i>We tried with doing the contract with the one American guy, but that was too expensive to start up my winery. And then I realized there is no need to be a higher French winemaker or anybody who can and, uh, help me because I, I do a lot of trial and error...My years of experience taught me everything from, to, to take away to level, to make a good impress new level. What information, what things should be there. It was on, I, I went through everything. So there was no need of expert because, uh, I was the person who did everything (P5, IND, p25).</i>	No networks used	Trial and error based on employment experience

<i>“Yes. Similar. So we get to know who's getting, what is the, I mean, we get to know what is the harvest, what was the cost of wines? So when we have a deadline, we have one to replace, it'll go with what wines are resistant, what wines based on, um, the yield based on experience in an area in our area” (P6, INDL, p12)</i>	No networks used	Business general research
<i>“as a startup, we, when we started off on our own, now we just started making just a trial basis, 50,000 liters. We will slowly rise to 75,010” (P7, IND, p15)</i>	No networks used	Testing demand in the market
<i>“And that's how he got this idea. And in one of his trips, he met Mr. George, we from, uh, the champagne house, uh, uh, technical director of champagne mom. He was, so then they decided to do a lot of research. They, uh, went to Nasik, they went to many other regions, but finally selected after the research, a region in N Hills close to Bangalore as the third were, which they found suitable to grow grapes”(P8, IND, p1)</i>	Machinery exporting business connections	Ambition to be the first wine grape grower in the country
<i>“We already experiment grapes at the beginning, so which one of a hundred different grape variety” (P9, TAH, p9)</i>	No networks used	Trial and error based on industry experience
<i>Uh, after the training, then we have our own, uh, We have, uh, I, I, I, uh, we made our own research. We made our, although it's not being, um, at all, it's not made into paper, made our own studies. (P10, PHIL, p37)</i>	Personal network with government	Expose to wine making knowledge

4.4.3 Theme 3: Role of business associations in emerging country industries

This theme outlines two main important roles of business association that emerged from the findings. Firstly, business associations act as a platform for collaboration and secondly they act as links to indirect networks. Associations are forms of organizations created for a certain purpose where members are connected with similar interests and goals.

Business associations as a platform of collaboration

Within the context of emerging wine industries, results suggest that business associations act as a platform of collaboration to facilitate learning, access and create resources and activities as well as advocating for the industry. Table 3 shows extracts from Participants 1, 2, 4 and 7 who are a part of business associations providing the best examples for the purpose of each collaboration.

Participant 4's references to having a gentleman's agreement upon joining the association indicates membership requirements or terms and conditions of entrance. Therefore anyone that becomes part of the association is open to sharing information about the industry. The Thai wine Association provides an opportunity for shared learning through facilitating observations of other vineyards as part of the association's agreement. These observations provide a critical part of learning information in the areas of agriculture where a lot of uncertainty may exist in the natural environment. Trial and error then becomes a huge part of these learning processes in the initial stages of the wine industry.

This view of observations is also shared through Participant 7's response suggesting that the association facilitates learning from others as a collective of wineries and vineyard businesses within the region. Information obtained from observations and visitations of association members with other businesses are collected as a whole providing insights to industry challenges that would aid members of the association in their individual businesses and learning from those challenges which in turn improves the whole industry.

Participant 2's response of the association providing educational or taught learning outside of the association's main purpose of viticulture or growing grapes. This suggests the lack of programs or organisations available to facilitate the need of farmers' education from a business or financial perspective. Especially with farmers and growers who either never completed any education or those that have partially completed education perhaps at primary or highschool

level. The lack of organisations to provide educational services to uneducated or limited educated farmers and growers from rural areas also gives an opportunity for the associations themselves to fill in this institutional void. Learning not from professional educators but from experienced business professionals who share their strategic knowledge on financing, accounting, marketing and many more.

Moreover from Participant 1's perspective he also shares similar insights, where the association provides an opportunity to share information with members not only on ideas towards winemaking processes and growing but also other areas of business such as finance, accounting and marketing. He refers to information that is shareable and not the information specifically about production secrets but more of general information. In his response he suggests the adding of an ingredient but not the specific amount, how to add it or with what to add it with, type of information being shared.

Table 3: Data structure of Collaboration within Association

<i>Collaboration to Facilitate Learning</i>	<i>Access to Tangible Resources</i>	<i>Creation of Intangible Resources</i>
<i>"...we do have a charter. It's kind of a gentleman's agreement...you need to agree to the Vineyard, visit....the, other reason for the visit, it's not, not just for, for the, to see how the grapes perform in different areas and different varieties. Uh, we are kind of like checking out each other to see if like the number it's right..." (P4, THAI, p86-p87).</i>	Other vineyard lands and crops	Production knowledge
<i>"I'm also, uh, associated with all India wine producers association as a vice president for, in charge of Cara ESE or region. So as such, I have visited almost all wineries and vineyards in India... Also, I'm representing the all India and producers association as vice president.</i>	Other vineyard and winery businesses	Industry knowledge

<i>So that gives me a lot of knowledge of what are the problems faced” (P7, IND, p34-35).</i>		
<i>“...we've been, um, entertaining, different farmer groups. And that's not part of the training program. It's not just about the vineyard, but as well as the post harvest processing, because we also want to educate farmers on the agribusiness side of how they can actually increase their income, not just from producing...” (P2, PHIL, p40).</i>	winery facilities & Human resource	Production & Financial Knowledge
<i>“...we members of the association to connect ourselves now, there are also winemakers in the association, so we sort of, uh, share, uh, information that could be share...So we share, uh, ideas as to how to process, how to market etc...Other than that, uh, like the exchange information on, uh, where to get supplies, uh, what your market, where, where do you sell? How much do you save? Something like that? Uh, how much, uh, markup do you add do why? Um, uh, what's your cost of production, etcetera. So we, we share, uh, this information, but there are in information winemaking that, uh, our secrets maybe, uh, we, you can add, let's say, uh, compassion solve it, but I did not tell you how much to add, I didn't also tell you what to add, but we are.” (P1, PHIL, p54-55).</i>	No tangible resource utilized	Production, Marketing and Industry Information

Table 4: Data structure of business associations in collaboration to access and create resources and activities

<i>Collaboration to Access and Create Resources and Activities</i>	<i>Resources Shared</i>	<i>Activities Shared</i>
<i>“Thai wine association again. So, uh, if we want to do, like, for example, like the wine</i>	Financial resources eg. costs	Marketing activities

<i>trade show, a wine road show, even here in Thailand or abroad, if you go by yourself, it's going to cost quite a lot. So we actually, uh, goes to the show as in one” (P4, THAI, p20)</i>		
<i>“So, um, we have what we call the wine grape growers and farm tourism association, mainly comprised of the different grape growers locally right now in our community. So it is essential for us to actually have that association if we are to get assistance as a community from the government...Cause I think right now there is a separate mandate, um, in terms of, um, providing funds to individuals right now. So I think it's already restricted by the government. So you need to be an cooperative or an association or a local organization to be able to do that.(P2, PHIL, p26)</i>	Financial resources eg. funds	
<i>“Of course the association helps in, uh, understanding the problems. Also collectively we can negotiate, you know, as I told you, ease of doing business, which helps across the line, everybody, it helps everybody, not specifically one, one person, but it largely, you know, helps in, uh, getting government help and also, uh, in, for the industry. Uh, that is the primary thing. Also, we are trying to see if the government can help promote Indian wine”. (P7, IND, p37).</i>	Information and Financial resources	Promotion activities
<i>“So the food processor association just provides, help us provide the platform from where we can sell our wine...So if I may say the Food process associations have this relationship with, uh, with this, with the department of science and, uh, primarily to, uh, provide services. Good, good processing services to us members of the association” (P1, PHIL, p12 & p32).</i>	Physical resources eg. buildings and space	Production activities

Furthermore, business associations provide an opportunity for members to collaborate on accessing and creating resources and activities. Evidence of this shown in Table 4 of participants' responses. Participate 4 suggests that the association provides an opportunity for members to reduce large costs by sharing both activities and resources. Participate 4 refers to promotional activities by attending trade fairs which are very costly events to market products for individual businesses. This is through collaboration amongst members of the association to share this service, for example sharing the space hired at the trade fairs to show the products of associated group members instead of hiring an individual space for an individual business. Collaboration around managing the space of who's products goes where and how, along with any marketing materials or visual resources such as posters, catalogues and signs which are also costs that can be shared through combining marketing materials and information about the businesses and their products as part of the association.

In addition, Participants 2 indicates in her response the importance of having the association to access financial resources needed for individual businesses. She stresses the importance of collaborating together as a group to access government funding since it will be difficult for individual businesses to do so. Participant 7 also suggests working collaboratively to primarily access government assistance and in developing the industry. Moreover, Participant 1 response indicates that associations provide members a place for product sales. Implying the use of the association's connections to access recommended locations and options available for sales and promotions. Location is a tangible resource where products are physically held for different purposes such as storage, sale, distributions and many more. He also indicated the use of business associations to access services from other organizations assisting the industry. The collaboration relationship between business association and organizations in providing

different relevant services which can be potentially free to members of the association suggests the importance of maintaining those relations.

Table 5: Data structure of business associations in collaboration to advocate for the industry

<i>Collaboration to Advocate for the Industry</i>	<i>Intangible Resource</i>	<i>Collaborated Activities</i>
<p><i>“I would say the, the, we try to like, uh, the tax and the law thing, the, the thing that a small person could not do by themselves. So most of the time is going to be like the, the, the law and the tax situation that we have here. That's, that's actually the most thing that we talk about in, in our association” (P4, THAI, p82).</i></p> <p><i>“we, as the, again, the smaller guys cannot do anything that much. So we go everything through as an, uh, as, uh, an association, again, some of the, like the protesting it's, well, it's not really illegal...”(P4, THAI, p95).</i></p>	Sharing of ideas	Protesting against government
<p><i>We, we also, uh, talk to the government, talk to the exercise depart, um, because SNIC, they do, they have not made a, they have made a small distinction between wine and, uh, uh, liquor, but largely the rules and regulations are almost similar. Uh, so the restrictions are too many and each state's got its own, uh, clause. Uh, so it's, it's, it's very, very, it's a nightmarish for people to mark it easily (P7, IND, p36).</i></p>	Sharing of production information	Negotiations with governments
<p><i>“So we are part of, uh, something called, uh, how do you say it All India wine producers association. And we are also part of something called Asian wine producers association, which are,</i></p>	<p>Share of product and licensing information</p> <p>Standardizing product requirements and</p>	Lobbying governments

<p><i>uh, mostly countries making wine, like India, Thailand, uh, Vietnam, Taiwan, Japan, South Korea, Indonesia. Yeah...They lobby for us from time to time with the government to ensure that they protect the interest of, uh, you know, uh, the wineries and also the farmers And recently, you know, they wanted, uh, our wines has a special license, which is very cheap and it can be sold in many supermarkets, but in a separate section recently they had lobbied, so that wine can be sold in normal grocery store supermarket, which are thousand square feet and above modern trade stores” (P8, IND, p10-p11).</i></p>	<p>information</p>	
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Finally, business associations collaborate to support and develop the industry through advocating for the industry. For example, business associations can collaborate amongst its members to share ideas and information of potential ways to tackle challenges within the industry as indicated in Table 5. Participant 4 indicates taxation and law issues within the country that impacts the industry as a whole of which no individual can actually influence or change unless working together as an organisation or community to voice out concerns for the industry. He also indicated that business associations act as advocates for the industry through protesting activities which are just one of the ways associations can promote and make an impact on government legislations and regulations. Other ways where business associations collaborate as advocates for the industry are suggested by Participant 7s response. This is through ways of mediations, negotiations and communications with governments, departments and organisations involved for the ease of business operations within the industry. Also having the business association to influence government towards the interests and in favor of the wine industry as indicated by Participant 8 suggesting that business associations lobby for them from time to time.

Business associations as links to indirect networks

Business associations become vital links to different kinds of networks. Indirect network contributions within the context of the wine industry were mostly seen to have connected through the use of business associations. Therefore business associations being the middle-man to all other networks is a critical network for members of the association and industry.

“Was actually the initiative of the local government, which is the municipality of boong, um, because of the growth of the, the, the local grape industry. Um, it's now in compassing about five to six around guys are communities. So that's a lot. So for them to actually monitor and help us, they actually initiated ``why don't we just create an association for you guys?” (P2, PHIL, p29)

Participant 2, indicates that the business association was formed by governments for the two purposes. The monitoring of the industry and assisting where growth and development is needed. Therefore business associations become the link between government and industries. This implies that government assistance is filtered through the use of business associations before actually reaching individual businesses or members. For example, government fundings requested is provided to the association to secure large and expensive machinery needed. Individual members or businesses that become part of that association do not get to use the government funding, however the use of machinery secured from that funding can be utilized for business use. This indirect contribution of machinery from an indirect actor i.e government portrays an indirect network and effect on businesses.

“ There is a small university and that university accumulate accommodate the request of processes association to put up that development and equipment in that university....And, uh, being a member of the association, I was able to enjoy the services of not, uh, deliverable, uh, like , uh <inaudible> uh, or label design and printing a

certain extent. So some, uh, members are also, uh, the services of this laboratory. ” (P1, PHIL, p31)

Evidence of this indirect network flow is also shown through Participant 1s response where the association is the link between his business and the University to access resources. The university provides a place to house equipment for the association and then members use those equipment through their link to the association. This suggests that access to use those equipment are only for certain members of the association. Again in this scenario, business associations are the middle-man between members or businesses and the University. Table 6 summarizes and outlines an example of indirect link identified from Participant 1s responses. In participant 1s’ situation, his direct networks are those he already knew and networks he sought out himself before being introduced to the association. The association then is the link to other organisations and networks that provides their services or assistance through the associations or for the purposes of the association.

Table 6: Indirect link Example of Participant 1 situation

<i>Direct network (personal, employment and casual networks)</i>	<i>Indirect link</i>	<i>Indirect network</i>
<i>Fruit nursery owner</i>	<i>Food processing Association</i>	<i>Department of Science and Technology</i>
	<i>Food processing Association</i>	<i>University</i>
	<i>Food processing Association</i>	<i>Company for printing labels</i>
<i>Institute of Food and Public agriculture</i>	<i>Wine maker/ technician</i>	
<i>Japanese Investor</i>		
<i>Farmers</i>		
<i>Department of Trade and Industry (pg 37)</i>		

4.4.4 Theme 4: influence and control of government on emerging industries

From the analysis of participants' responses, the last main theme that emerged as a result was the impact of governments within emerging markets. Results show how governments influence and control new and emerging industries through the use of legislations and policies and the use of government assistance. Table 7 provides example extracts from participants responses towards government influences and control over the wine industry.

Countries like Thailand and India restrict the marketing of alcohol which makes it very challenging for the wine industry to reach their audiences. Both these countries' belief and culture systems influence legislation in place for liquor law. This challenges the alcohol industry overall in Thailand. Participant 4, sheds light on their management strategy as well as

the strategy that most wine businesses utilize to market their wine. The use of non-alcoholic products or beverages to market the brand and gain brand recognition in the market is one of the main strategies used in marketing and to also manage the restrictions towards liquor law in Thailand. He refers to non-alcoholic products as low-profit margins in which investment of marketing efforts are mainly heavily relied upon to gain brand recognition amongst customers. For example, one brand can market or sell varieties of non-alcohol products or non-alcoholic beverages in supermarkets to get their products noticed by customers. As brands are recognised, customers would search for the brand, or visit the website or business to order products or search for further information. In this way, wine businesses are then able to showcase or provide information about themselves selling wine so that customers are aware to promote wine through the use of word of mouth. This suggests a pull marketing strategy in attracting customers indirectly to the business and therefore building relationships for future promotion of their wine brands.

Moreover the use of importation policies in place can prove challenging for the wine industry due to its initial stages of development, it would be difficult to compete with imported wine. Participant 3s response suggests that the industry is infant and very new in the Philippines, the relaxed import policies are threatening to existing grape growers who are just starting out making it difficult to be competitive price wise. Therefore, the most manageable way to compete is to collaborate with grape growers in the industry to increase grape production overall to replace reliance on grape importation from other countries. Furthermore, taxation systems can also make it difficult for wine businesses to compete since alcohol tax can make wine expensive and operating wine businesses within tropical climates are already challenging due to the high operation costs within emerging economies. Lastly, the use of government assistance also influences and controls wine industry operations within emerging economies.

The provision of government funding and grant programs allows the grape growers to continue their operations through research and development of a variety of crops, experimenting on the production of wine. This suggests that government support is critical in securing large expensive equipment and to assist further with costs of production and research. Other assistance governments may also provide is through the services of other government agencies that can assist in research and development such as the agricultural departments and through the promotion of the wine industry utilizing the department of tourism in attracting wine tourism segments.

Table 7: Extracts examples of government control and influences through legislation, taxation and policies

<i>Legislations, Policies and Taxation</i>
<p><i>“And we all have like, the non-alcoholic produce too. For example, for us, we have grape juices. We have like homemade raising snacks, something like that, too. Uh, those are not like our, uh, like the profit producing. Those are not like high margin product basically. Uh, but we need to produce that too, so we can, uh, market market that so they can see the brand, they can see our logo and they are more familiar with that again. ...Okay. So, uh, uh, the law here in Thailand do not allow any, uh, promotion or marketing or any advertisement for the, uh, alcoholic produce. Okay. So we are basically a Buddhism country and in Buddhist, uh, drinking alcoholic beverage is considered as a sin. (P4, THAI, p23 -p24)</i></p> <p><i>“the 90% of the great here in the Philippines came from, uh, importation and, uh, most of it came China, so they sell it for a, uh, lesser price compared to the market price that we, as growers already meet” (P3, PHIL, p41)</i></p> <p><i>And, uh, we are like, the India is like, uh, 30 country. Each state is having different rules, different, uh, tax structure. There is a lot of things we have to learn, but it is very difficult to manage this chain. (P5, IND, p13)</i></p> <p><i>“So earlier matron and car, they started, uh, living huge taxes from, for wines coming from each different, uh, between the two states, they had almost 300% duty, which make the wines are very expensive because grow didn't have a manufacturing facility in Mastro. So they got the wines from Canata and the wine, which was \$10 was selling here for \$25. So obviously our sales started going down.”(P8, IND, p18)</i></p>
<i>Government assistance</i>

the additional inputs and assistance from the other local agencies came in. um, like funding for, um, equipment came from the department of trade and industry, um, as well as help assistance in terms of, of promotion and sales. Um, also from the department of agriculture department of tourism, um, these are the core agencies that have helped us and continue to help us even up to this's time (P2, PHIL, p7)

...It's actually a funding program by the government to provide MSEs with loans for, for their, um, equipment or technical upgrade with, um, zero interest over five years. (P2, PHIL, p9)

The government already, uh, gave us the budget for our, uh, processing plan. Uh, currently we're having, uh, uh, end products like jam jelly, uh, grape vinegar or this grape, and also this grape seed oil, the government granted us the money to make our own processing plan. (P3, PHIL, p4)

"We have to use our political and bureaucrat connection to get work done. And that is that we are used to now then," (P5, IND, p62)

".. I would say yes, in both the other one, uh, go government agency was called Indian grape processing boat. It was at the, for five, uh, to six years. They helped a lot in, uh, promoting our wines abroad. And they used to subsidize the cost of participation in exhibitions and all" (P8, IND, p10)

4.5 Chapter Summary

This chapter has detailed the findings from both systematic literature review and interview analysis providing the reader with detailed explanation of themes that emerged as part of the analysis and how each theme developed. Examples from the interview responses were also included showing the relation to the ARA model. The next chapter looks at discussing these results in reference to the literature review in Chapter two. Also the next chapter will discuss how the findings from this chapter answer the overall research question identified in Chapter one.

CHAPTER FIVE: DISCUSSION AND CONCLUSION

5.1 Introduction

This chapter discusses the results from Chapter 4 with reference to the literature review conducted to guide the overall research question of *What factors influence business strategies through business networks within an emerging country industry?* The results are discussed by giving an overview, summary and comparison of the results from the systematic literature review and interview results. This chapter initially discusses the role of business networks with emerging industry country context, followed by the discussion of business strategies implementation within production, marketing and management through utilising business networks in emerging economies. Lastly an overview of the conclusion stating practical and theoretical contributions of this current research and limitations of study where further research will need to be undertaken.

5.2 Results in relation to Research Objectives

This research was guided by four main objectives indicated in Chapter one. To understand the role of direct and indirect networks from objective 1 within the context of emerging wine industries, it's critical to firstly understand what defines direct and indirect networks. The literature review within the context of developed economies suggests that direct networks are those close ties or strong ties that are immediate to the firm (Johannisson, 1988) while indirect networks are ties based on a network of relationships that are referred to as weak ties

(Granovetter, 1977; Landqvist & Lind, 2019; Salman & Saives, 2005). As a result of this study, firms' direct networks are those that can include previous and existing relationships such as personal networks of families and friends, previous and existing employment or any informal or casual networks that are temporary in nature. On the other hand, indirect networks suggest mainly institutional networks and co-opetition networks that are linked through an organisation and/or association.

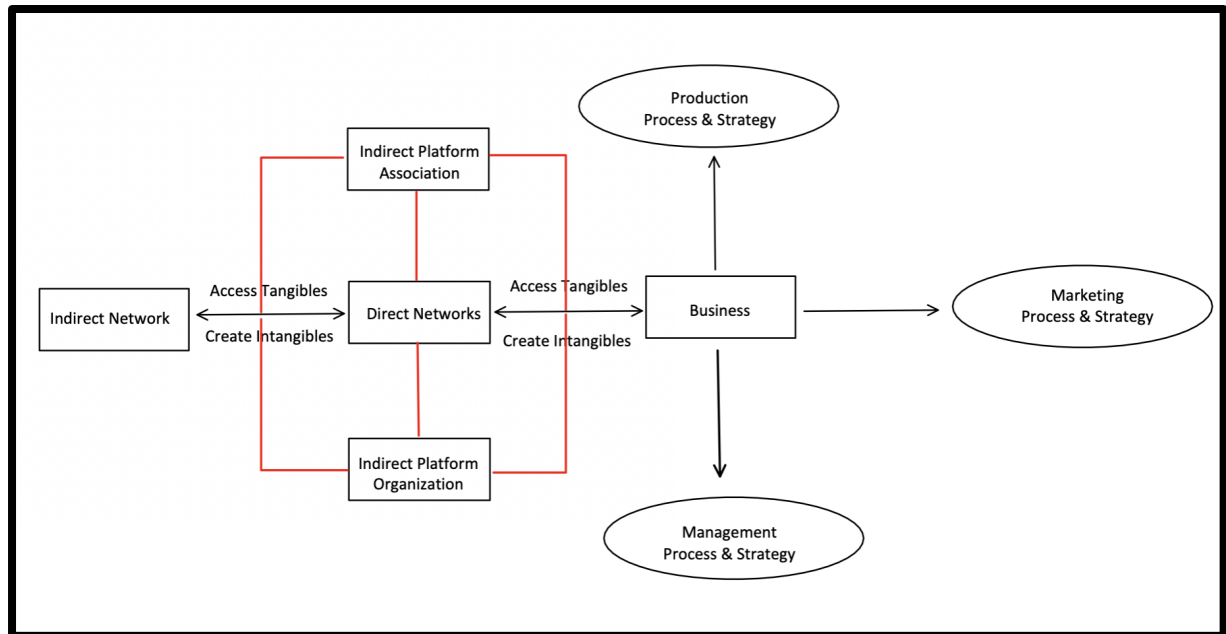
As indicated in the literature review the role of direct networks is to mainly access resources while indirect networks contribute towards the flow of intangible resources such as knowledge, experience and information (Salman & Saives, 2005). Indeed, results suggest that direct networks contribute towards accessing tangible resources and the creation of knowledge. However, indirect networks are not only utilized to access intangible resources but also tangible resources such as facilities, technology and specialised equipment and machinery. This is evident from the results of the interview where indirect networks such as those research and development agency connections to business associations contribute their services through the provision of specialised staff or experts and scientific equipment and chemicals for food or wine processing production to members of the association. Another example is also reported in the findings that Universities have offered facilities to house high level equipment for the association for members to use. These indirect contributions to firms suggest that the tangible resources are for temporary use only. Similarly when a firm borrows equipment from their close business friends that is part of their direct networks. Therefore, tangible resource contributions from indirect networks do not offer any element of resource ownership, satisfying objective 2 and 4 of this research.

Moreover, since the results of this research indicates that indirect networks develop through organised clusters of specific interests, the contribution of indirect networks to firms are seen

to be more strategic. For example, departments of agriculture are linked to agricultural associations that provide support for agricultural firms. These organised networks provide relevant support to a firms specific interest which results in firms implementing strategic approaches to production, marketing and management. The use of specific expertise and resources from networks to produce quality products, collaborate marketing information and costs with those who have common interests and ease of operation and information management through the use of these networks. Hence contributing towards satisfying objective 3 where networks become a source of competitive advantage through their contributions.

The results of this research supports the preliminary theoretical framework in Chapter 2 where indirect actors affect overall business strategies through their indirect contributions to direct actors. However, the use of organisations and/or associations as an indirect platform and link to indirect networks provides firms an opportunity to utilize their network relations strategically. An illustration of the research findings is coupled with the preliminary theoretical framework shown in Figure 3 to provide a visual understanding of how indirect networks are structured and developed within emerging economies.

Figure 3: Theoretical Framework



5.3 Results in relation to Research Question

The next two sections discuss the results in addressing the research question. Firstly, understanding the role of networks within emerging industries followed by the contributions or the use of those networks to implement strategies around production, marketing and management.

5.3.1 Role of networks in emerging industries

This research shows that it is through the use of networks that emerging industries are able to thrive and survive within emerging economies. The use of direct and indirect networks are both critical in the early stages of business (Chandra et al., 2020; Benson-Rea & Wilson, 2003; Johanson & Kao, 2010) especially in the context of industries that rely heavily on research and development as well as experiments for actual product development. This is evident from the

interview results where firms within the developing economies studied have a lack of knowledge or technical know-how in the production of both wine and growing wine grapes therefore they engage in networks to seek out this information. In addition, results from the systematic review indicate the use of networks to share knowledge and ideas for innovation, solving a common problem and in reducing costs for research. Therefore, industries that require high-technical-knowledge to initiate and build a new industry relies heavily on their business networks to share knowledge and information that can best suit for product development. These results support the literature review finding from Bruton et al.'s (2013) study within emerging economies indicating firms operating in emerging economies are constrained by the lack and access to resources as well as having the right capabilities and skills to utilize those resources. Furthermore, due to institutional voids within emerging economies (Doh et al., 2017; Khanna & Palepu, 1997; Mair, & Marti, 2009) it appears to show that emerging industries tend to utilize different types of networks available to them and are not restricted to their own business networks. This supports the discussion on different types of networks from the literature review which includes the use of social networks, institutional networks and co-opetition networks (Bjarshol, 2019; Holmlund & Törnroos, 1997; Jansson, Johanson & Ramström, 2007; Jiang, Mavondo & Zhao, 2019; Lechner et al., 2006). Although recent studies have suggested the use of social networks such as those personal networks and employment networks in the start-up of the firm within the context of industries that are high-knowledge intensive (Jiang, Mavondo & Zhao, 2019; Johannisson, 1988), the use of institutional networks are seen to be most valuable and most commonly utilized within the early stages of the firm. Where the firm has no direct relations with institutional networks they seek to join these networks since it is most needed. Institutional networks which include the role of government, organizations and associations are evident from both results of the systematic review and interviews with

participants. Firms are able to thrive on government support whether through the implementation of policies and legislation that are in their interests or through government grants and funding programs. The use of organisations and associations to provide various services, support and other networks for collaborations are also crucial in emerging economies especially where institutional voids exist.

5.3.2 Business Strategy Implementation: Production, Marketing and Management

The results of this current study suggests that it has been a huge challenge for emerging wine industries within emerging economies to implement proper business strategies around production, marketing and management due to the constraints of resources and operating environment (Boist & Child 1996; Bruton et al., 2013; Doh, Rodrigues, Saka-Helmhout & Makhija, 2017; Khanna and Palepu, 1997; Owolabi & Pal, 2011). The importance of using networks to its full potential is critical for sustaining and staying competitive within emerging industries. Systematic review results have suggested the use of networks for co-creating products and industries which includes the use of society and communities in the production process. However, interview results suggest that production strategy should mainly focus on the innovation of experts such as the use of institutional networks to gain access to high level equipment and technical knowledge through research and developments. Production strategy should also adopt collaborative strategy with competitors to co-innovate production. Improving, adjusting and changing production processes based on collaborated information and knowledge shared through trial and error experiments.

Marketing, on the other hand, suggests that society should be involved within marketing strategies such as the use of customer networks to establish word of mouth promotions. This is

particularly important in the context of emerging economies where legislation restricts marketing activities for new businesses which in the context of wine industry, liquor laws and importation policies makes it impossible to compete and operate. To establish brand awareness, customers themselves are the most effective marketing tool to utilize for promotions. The use of educational programs and events to educate consumers especially when they are new in the market provides information awareness and guides consumption towards the new product or industry. The use of institutional networks to attend trade fairs and exhibitions also provides an important role in marketing. Since these events are costly to small businesses especially to new firms in an industry, collaborating on cost strategies for marketing activities and promotions should be considered. For example, interview results suggest the reduction of costs in attending these events abroad if competitors share the cost to educate and train one representative to promote their products. Another example is through sharing the cost of space hired at the marketing events to represent companies' new products, or cost sharing in marketing materials and information when combined to promote those products.

Furthermore, with management strategies, emerging industries adopt more focus strategies on single products and focus on quality rather than quantity to be able to sustain business. This is due to the lack of resources available to be able to produce in quantity support. The focus on quality products also assists in marketing products due to use of word of mouth in these countries. With adopting a focus strategy, the management of both production and operation overall becomes a lot easier to deal with within an uncertain and complex environment. The different capabilities firms and the resources that acquire through their network connections provide the bases of quality production. Also, given the uncertainty in industry, firms also plan ahead in diversifying their production into totally new and different products or businesses.

5.3.3 Answering the Research Question

To answer the research question, this research has identified two factors of influence on business strategies through business networks. Firstly within internal business environments it is mainly through resource factors that constrains emerging industries from thriving making it so important to have selective networks that are able to provide access to those resources. Secondly, within the external business environment, institutional factors such as government support, policies, legislations and taxation influence the use of networks within emerging economies. Therefore, with the strategic use of business networks and other available networks provides firms with the opportunity to resolve these factors within emerging economies.

5.4 Conclusion

This study provides some insights into the important perspective of networks within emerging country industry contexts. The direct and indirect networks are both critical in the provision of resources especially in the early stages of the industry. The utilization of various networks available to firms provides the opportunity to not only access different resources and activities but also to connect to potential networks that would eventually contribute directly to the firm or through indirect networks. The network approach to business strategy therefore become critical in emerging economies due to uncertainties and institutional voids that exist. Given the study focus on the emerging wine industry, the next two sections indicate contributions of this research and further research needed based on the limitations.

5.4.1 Theoretical and Practical Contributions

Since business network studies have only ever been investigated in developed economies, this research sought to understand the use of business networks and their contributions within

emerging economies through emerging industry perspectives. This study has provided insights of strategic use of networks within emerging economies to access resources and activities. Also providing an understanding of how emerging industries can survive and sustain within uncertain environments.

This research also distinguishes direct and indirect networks and their contributions to firms where the majority of studies within developed economies have examined mainly the contributions and interactions of direct networks. Previous studies have indicated that indirect networks are mainly utilized for intangible resources; however the findings from this research suggests that indirect networks contribute to both intangible and tangible resources. For instance, the use of human resources, financial resources, provision of facilities to house resources and the access to shared activities and knowledge. Within the context of the wine industry itself, this study contributes towards understanding the business context of wine industries within emerging economies, especially those within tropical countries where a few studies have only examined the industry from a technical perspective.

5.4.2 Limitations and Future Research

Moreover, this research analyzes the perspectives of single respondents within the industry mainly business owners but further research can undertake multiple respondents such as those from the indirect network. In addition, this research only examines the perspective of the emerging wine industry within emerging economies and therefore further research to examine other emerging industries within developing economies would contribute towards generalising the results.

5.5 Chapter Summary

This chapter has discussed the findings from Chapter four in relation to the literature review in Chapter two. Providing an understanding of the phenomena investigated within the context of this research. Also the discussion of results in relation to the research objectives was provided to identify how the research answered the research question. Then it concludes on offering theoretical and practical contributions of the study along with further research needed based on the research limitations.

APPENDICES

Appendix A: Human Ethics Approval Letter, Participation Information Sheet & Consent Form



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UNIVERSITY OF AUCKLAND HUMAN PARTICIPANTS ETHICS COMMITTEE (UAHPEC)

24/09/2020

Assoc Prof Maureen Benson-Rea

Re: Application for Ethics Approval (Our Ref. UAHPEC2896): Approved

The Committee considered your application for ethics approval for the study entitled "**Building Strategy for an Emerging Wine Industry: A Network Approach.**".

We are pleased to inform you that ethics approval has been granted for a period of three years.

The expiry date for this approval is **24/09/2023**.

Completion of the project: In order that up-to-date records are maintained, you must notify the Committee once your project is completed.

Amendments to the approved project: Should you need to make any changes to the approved project, please follow the steps below:

- Send a request to the UAHPEC Administrators to unlock the application form (using the Notification tab in the Ethics RM form).
- Make all changes to the relevant sections of the application form and attach revised documents (as appropriate).
- Change the Application Type to "Amendment request" in Section 13 ("Submissions and Sign off").
- Add a summary of the changes requested in the text box.
- Submit the amendment request (PI/Supervisors only to submit the form).

If the project changes significantly, you are required to submit a new application.

Funded projects: If you received funding for this project, please provide this approval letter to your local Faculty Research Project Coordinator (RPC) or Research Project Manager (RPM) so that the approval can be notified via a Service Request to the Research Operations Centre (ROC) for activation of the grant.

The Chair and the members of UAHPEC would be happy to discuss general matters relating to ethics approvals. If you wish to do so, please contact the UAHPEC Ethics Administrators at humanethics@auckland.ac.nz in the first instance.

Additional information:

- Do not forget to fill in the 'approval wording' on the PISs, CFs and/or advertisements, using the date of this approval and the reference number, before you use the documents or send them out to your participants.

All communications with the UAHPEC regarding this application should indicate this reference number: **UAHPEC2896**.

UAHPEC Administrators

University of Auckland Human Participants Ethics Committee

Owen G Glenn Building,
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The University of Auckland Business School

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PARTICIPANT INFORMATION SHEET

(Firm perspectives – Owner/CEO)

March 2022

Project title: Building Strategy for an Emerging Wine Industry: A Network Approach

Researcher: Catherine Mika-Zahidi

Primary Supervisor: Associate Professor Maureen Benson-Rea Department of
Management and International Business, University of Auckland Business School

Researcher introduction

My name is Catherine and I am a student at the University of Auckland currently undertaking Masters of Commerce in the Global Management and Innovation specialization. This research is supervised by Associate Professor Maureen Benson-Rea and she is a senior researcher in marketing, management and international business, at the University of Auckland Business School, New Zealand.

Project description and invitation

I am conducting a study which examines the importance of business networks within the emerging industries where firms operate within uncertain environments especially those within developing countries.

This research seeks to understand how firms use their network connections to build a new industry within emerging economies. In this study, we are aiming to discuss with firm representatives their direct and indirect networks, how they utilize those networks and their influences on competitive strategies within production, marketing and management.

At this stage there has not been any studies regarding the business network perspective of tropical wine industry hence the implementation of this research.

As the owner or Chief Executive Officer of the *Vineyard/Winery* we are writing to invite you and your organisation to participate in our study.

You and your organisation have been approached to take part in this study because your *Winery/Vineyard* produces wine from grapes grown or grows grapes in tropical climatic conditions which is not well known to wine consumers around the world. The majority of

studies within the wine industry have mainly focused on well-established vineyards/wineries in temperate climates where vines have a dormancy period. However, with non-traditional winegrowing regions such as India, Bali, Thailand and Brazil that leaves the vines evergreen opens up a unique context for business, management and marketing studies.

Project procedures and Participation

I would like to interview you and your employees (General Manager, Marketing and Production Manager) and seek your assurance that their participation is entirely voluntary, that their decision to participate or not will not affect their employment relationship with you, and that they may decline without giving any reason.

To develop my research and to understand further more how business networks work within the industry, I would like to also interview your (and/or your employee's) business partners or connections identified during the interview to understand their perspective on business relations and how they used their network connections to provide information, resources and activities to your firm if necessary.

Participation is voluntary and you (and/or your employees, and/or your business partners) have the right to withdraw at any stage without penalty. You (and/or your employees) may ask for your raw data to be returned to you (and/or your employees) or destroyed at any point. If you (and/or your employees, and/or your business partners) withdraw, I will remove information relating to you (and/or your employees, and/or your business partners). However, once analysis of raw data starts on [date], it will become increasingly difficult to remove the influence of your data on the results.

After the interview I may come back to you (or your employee) to follow up on the findings. The interview will be conducted by the researcher and should take about an hour via Skype/Zoom.

I see no risks to you or your employees of participation as I will only ask questions of a professional nature. I will ask you or your staff member to avoid mentioning any issues in the interview that may be commercially sensitive.

Why is this study beneficial for your organisation?

This research will help identify *specific competitive strategies* towards production, marketing and management through the use of business networks that has not been studied within the context of tropical wine industries. This study will also bring a better understanding of *important types of connections needed* for emerging tropical wine industries within developing countries.

Please indicate to the researcher on the consent form if you would like to receive a copy of the summary of results of the project.

Data storage/retention/destruction/future use

The interview will be video-recorded if you/they agree. Even if you/they agree to being recorded, you/they may choose to have the recorder turned off at any time. The interview will be transcribed by one of us or a person who has signed a confidentiality agreement. We will send you/them a copy of the interview transcript (and of the recording if you wish) for review and return within two weeks of the interview.

The interview transcripts will be stored on the University of Auckland secure server which will be password protected. The recordings and consent forms will be stored on the University of Auckland secure server password protected. The raw data will be kept for 6 years and used to write research papers and articles.

Anonymity and confidentiality

A thesis is a public document and will be available through the Auckland University database. The results of the project may be published, but we assure you that your company details will not be discussed with anyone else and will not be identified in any reports resulting from this research. We will keep all data confidential, the information you or your employees share with us will remain confidential to us (the supervisor and researcher) and you will not be identified in any way unless you give your agreement.

If you have any questions before deciding whether to participate, please contact us on the email addresses below. If you agree to being interviewed yourself, please email back and we can set up an appointment.

Contact details:

Please contact the researcher Catherine Mika-Zahidi at +64 21081-29179 and email cmik939@aucklanduni.ac.nz or supervisor Associate Professor Maureen Benson-Rea on +64 9 3737599 ext. 87356, email m.benson-rea@auckland.ac.nz. She will be pleased to discuss any concerns you may have about participation in the project.

UAHPEC Chair contact details:

For any queries regarding ethical concerns you may contact the Chair, The University of Auckland Human Participants Ethics Committee, Office of Research Strategy and Integrity, The University of Auckland, Private Bag 92019, Auckland 1142. Tel: +64 9 373 7599 ext. 83711, email: humanethics@auckland.ac.nz

Approved by the University of Auckland Human Participants Ethics Committee on 24/09/2020. Reference number [UAHPEC2896].



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CONSENT FORM

(Firm perspectives – Owner/CEO)

THIS FORM WILL BE HELD FOR A PERIOD OF 6 YEARS

March 2022

Project title: Building Strategy for an Emerging Wine Industry: A Network Approach

Researcher: Catherine Mika-Zahidi

Primary Supervisor: Associate Professor Maureen Benson-Rea

I have read the Participant Information Sheet, have understood the nature of the research and why I have / my organisation has been selected. I have had the opportunity to ask questions and have them answered to my satisfaction. [Please indicate your response by underlining/ circling the options in **bold**]

- I agree to my organisation participating in the research.
- I agree to being interviewed (via Skype/Zoom).
- **I agree/ do not agree** to my employee being interviewed (via Skype/Zoom).
- I understand that the project may lead to identifying business partners or other connections I have that may have been involved therefore I give permission to the researcher to contact them. I give an assurance that it is the business partner's decision whether to participate or not and the decision will not affect their business relationship with me and the organisation. I understand my business partners may withdraw from the project at any time without giving a reason, and can withdraw their data up until the date of data analysis.
- **I agree / do not agree** that the researcher may come back to follow up any findings from the interview.

- I understand that I am free to withdraw my own participation at any time without giving any reason, and to withdraw any data traceable to me up until the date of data analysis.
- **I agree / do not agree** to be audio recorded.
- **I wish / do not wish** to receive a copy of the recording of my interview.
- **I wish / do not wish** to receive a transcript of my interview for editing.
- **I wish / do not wish** to receive the summary of findings.
- I understand that my interview will be confidential. I understand that the company's information will remain confidential and will not be revealed in any future publication based on the research. I understand that a thesis is a public document and will be available through the University of Auckland database.
- As the Owner/CEO, where applicable I give an assurance that it is the employee's decision whether to participate or not and the decision will not affect their employment relationship. I understand my employee may withdraw from the project at any time without giving a reason, and can withdraw their data up until the date of data analysis.
- I understand that I can contact the researcher Catherine via email cmik939@aucklanduni.ac.nz or supervisor Associate Professor Maureen Benson-Rea via m.benson-rea@auckland.ac.nz for further information. If I have any complaints, I can also contact the University of Auckland Human Ethics Committee via humanethics@auckland.ac.nz

Company Name: _____

Owner/CEO's Name: _____

Owner/CEO's Signature: _____

Date: _____

Email address (*for copy of recording, transcript, report findings, if applicable*):

Once the consent form has been completed and signed please return it to Catherine the research via email cmik939@aucklanduni.ac.nz.

Approved by the University of Auckland Human Participants Ethics Committee on [24/09/2020] for three years. Reference number [UAHPEC2896].

Appendix B: Semi-Structured Interview Guidelines

Target Participants: Business owners or CEO.

Business Name:

Nature of Business:

Name:

Position:

Date of Interview:

Phase 1 Interview: Firm Perspective
Examining relations Pre-Start up and Start-up Stage of the business
<i>Existing Relations</i>
<p>1. Can you please explain how the vineyard/winery started? Type your response here....</p>
<p>2. Which existing old relations prior to the vineyard/winery at the time, helped with the start-up of the firm? and how did those relationships help with the start-up of the firm? (<i>topic should be within the use of personal networks (relations that were more than 6 months old) and their resources and activities</i>) Type your response here....</p> <p>(ARA) - Activity - Resource - Actor bonds -</p>
<p>3. How did those relations and their contributions/limitations drive the implementation of competitive strategies in:</p> <p>a. Producing products? (e.g. co-developments, collaboration and innovation) Type response here...</p> <p>b. Marketing your products? (e.g. brand awareness, word of mouth, networking with others etc) Type your response here....</p> <p>c. Managing competition in an uncertain environment? (eg. information management adv or skills of your relations that helped put you in a better competitive position) Type response here....</p>

<p>4. How is the relationship set up now compared to earlier? (DNS - are they still in contact? Part of the business?)</p> <p>Type your response here....</p>
<p><i>New Existing Relations</i></p>
<p>5. Prior to starting the firm, how were new connections (introduced by your existing relations at the time) helpful/useful for the start-up of the firm? (<i>topic should be within the use of personal networks and social networks (relations that were less than 6 months old) and their resources and activities</i>).</p> <p>Type your response here....</p> <p>(ARA)</p> <p>Activity</p> <p>Resource</p> <p>Actor bonds</p>
<p>6. How did you use those new connections in developing your firm?</p> <p>Type response here</p>
<p>7. How did those new connections and their contributions/limitations drive the implementation of competitive strategies in:</p> <p>a. Producing products? (e.g. co-developments, collaboration and innovation)</p> <p>Type your response here....</p> <p>b. Marketing your products? (e.g. brand awareness, word of mouth, networking with others etc)</p> <p>Type your response here....</p> <p>c. Managing competition in an uncertain environment? (eg. information management adv or skills of your relations that helped put you in a better competitive position)</p> <p>Type your response here....</p>
<p>8. How is the relationship set up now compared to earlier?</p> <p>Type your response here....</p>
<p>Examining relations growth and expansion Stage of the business</p>
<p><i>New Direct Relations</i></p>
<p>9. Can you please explain how your need for resources and activities drove you to seek out new networks or business partners and how you came about accessing those connections? (DNS- what did the business need that got you thinking you need to connect with this person or this company etc? How did you find those connections? Search online? Through existing relationships. Give examples)</p> <p>Type response here....</p>

<p>10. How did those relationships/connections contribute to the firm? (<i>topic should be within the use of established business networks sought out by the Owner/CEO and their resources and activities</i>). Type your response here....</p> <p>(ARA) Activity Resource Actor bonds</p>
<p>11. How did those new direct connections and their contributions/limitations drive the implementation of competitive strategies in:</p> <p>a. Producing products? (e.g. co-developments, collaboration and innovation) Type response here...</p> <p>b. Marketing your products? (e.g. brand awareness, word of mouth, networking with others etc) Type your response here....</p> <p>c. Managing competition in uncertain environments through the use of resources? Type your response here....</p>
<p>12. How is the relationship set up now compared to earlier? Type your response here....</p>
<p>13. Were there any new connections those relationships introduced to the firm? (<i>questions that follow depend on the answer to this question</i>). If YES - Answer 14, 15, 16, 17 to 23 If NO - Answer 17 to 23 only.</p>
<p><i>New Indirect from Direct Relations (related to question 13)</i></p>
<p>14. How did those relationships contribute to and/ or restrict the firm? a. In terms of Resources and Activities Type your response here....</p>
<p>15. How did the contributions/limitations of those new indirect connections (that are now your direct connections) drive the implementation of competitive strategies in:</p> <p>a. Producing products? (e.g. co-developments, collaboration and innovation) Type your response here....</p> <p>b. Marketing your products? (e.g. brand awareness, word of mouth, networking with others etc) Type your response here....</p> <p>c. Managing competition in an uncertain environment? Type your response here...</p>

<p>16. How is that relationship set up now compared to earlier? Type your response here....</p>
<p><i>Competitive Environment</i></p>
<p>17. Can you explain a situation where knowing people and developing relationships was more important in operating the vineyard/winery in your country? Type your response here....</p>
<p>18. What do you think has been the most critical aspects of your relationships that we have talked about in operating your business in your country? (eg. trust, communication, etc) Type your response here....</p>
<p>19. How has that aspect been built/developed overtime and how has it helped to ensure that your business partners deliver on agreements/contracts? Type your response here....</p>
<p>20. How has your business networks helped in situations where there has been a lack of legal protections for the vineyard/winery? Type your response here....</p>
<p>21. How has country risks (e.g.bribery and corruption) affected your business to operate competitively either internationally or locally and how did you use your network connections to solve those issues? Type your response here....</p>
<p>22. Can you explain a situation where governments negatively impacted the vineyard or winery (e.g policies, elections etc) and how did you use your network connections to solve those problems? Type your response here....</p>
<p>23. Can you explain other situations external to the vineyard/winery that has negatively impacted the business and how you use your network connections to solve those problems? Type your response here....</p>

End of Interview

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