

# Evangelizing for Ontario wine: When and how passion matters

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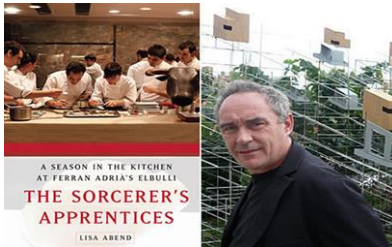
# What do these have in common?



# Institutional Evangelism

Based on Massa F.G., Helms W., Voronov, M., and Wang, L. "*Emotions Uncorked: Inspiring Evangelism for the Emerging Practice of Cold Climate Winemaking in Ontario*," ***Academy of Management Journal***, Forthcoming.

Institutional audiences can become emotionally committed to, and advocate for new ideas, organizational forms, disruptive practices and the interests of peripheral social actors.

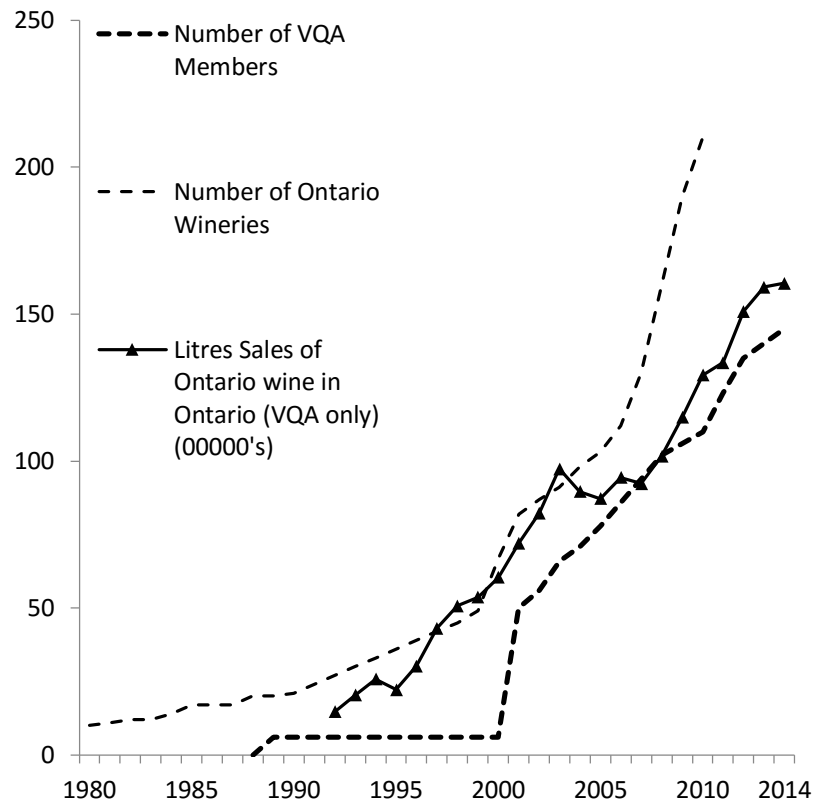


Supporters of Ferran Adrià, the Spanish haute-cuisine chef, sought to ease the grip of traditional French cuisine, embarking on a quest to change international cuisine by building Adrià's reputation and legitimizing his techniques (Svejenova, Mazza, & Planellas, 2007).



Advocates of Frank Lloyd Wright's Unity Temple enabled its consecration through distributed effort. Jones and Massa (2013) describe *the work of emotionally-engaged audiences seeking to advance practices they care about as institutional evangelism*.

# Spread of evangelism for Ontario wine



Evangelists	1980-1994	1995-2004	2005-2014
Wine Connoisseurs	<p>Ontario Wine Society (OWS) founded in Toronto (1991)</p> <p>CUVEE wine tasting and celebratory event (1989)</p> <p>Expert tastings event (1990)</p>	<p>Founding of Cool Climate Oenology and Viticulture Institute, Brock University (1996)</p> <p>Organized OWS Restaurant: Buy VQA wines "placard campaign"</p> <p>Volunteered for dozens of regional wine festivals and events</p>	<p>Founded OWS: Halton Chapter (2009); OWS: Windsor/ Essex (2011); OWS: Prince Edward (2012)</p> <p>Published and writing wine review websites for Ontario</p> <p>Published wine reviews of Ontario wines for local, national, and international websites</p> <p>Coordinating invite-only tasting events, tours, and dinners</p> <p>Created CUVEE vineyard of excellence award (2008)</p> <p>Created "promoting the promoter awards" (for Ontario winemaking) for media, restaurants, and experts (2006)</p>
Restaurant Operators	<p>Restaurant moves to selling predominantly Ontario wines (1988)</p>	<p>Restaurant selling only Ontario VQA</p> <p>Restaurants selling mostly VQA wines. (Year (number)) 2004 (24)</p> <p>Founded OWS Niagara (2003)</p> <p>Volunteering for regional wine festivals and events</p>	<p>Published a book on touring Ontario's Wineries (2012)</p> <p>Restaurants hosting Ontario Wine Society events</p> <p>Volunteering for regional wine festivals and events</p> <p>Coordinated private wine tastings and competitions</p> <p>Restaurants selling predominantly VQA wines. (Year (number)) 2007 (27); 2008 (32); 2009 (46); 2010 (56)</p>
Wine media	<p>National wine book (1983; 1993)</p> <p>Book on touring Niagara wine country (1992)</p> <p>Founded Ontario Wine Awards (1995)</p>	<p>Published books on touring Niagara's wine country (2000; 2003)</p> <p>Reported efforts of numerous Ontario wineries in broader National Winery Encyclopedias (1999, 2003)</p> <p>Published newsletter on Ontario wines and winemakers</p>	<p>Published books and websites telling stories and describing Ontario wineries (2005)</p> <p>Published books on touring, and describing tours, of Ontario wine country (2005)</p> <p>Started national column focused on Ontario winemakers and winemaking</p> <p>Published book on Ontario winemaking history (2009)</p>

# Research Question

Powerful emotional attachments that motivate audiences:

- to steer controversial work through changing times,
- to face adversity when all reason would suggest divestment, and
- to promote something they care about even if there is no clear, instrumental motive

....remains an unsolved puzzle:

***How is evangelism engendered?***

# Methods

Inductive, qualitative case study

## **Sampling:**

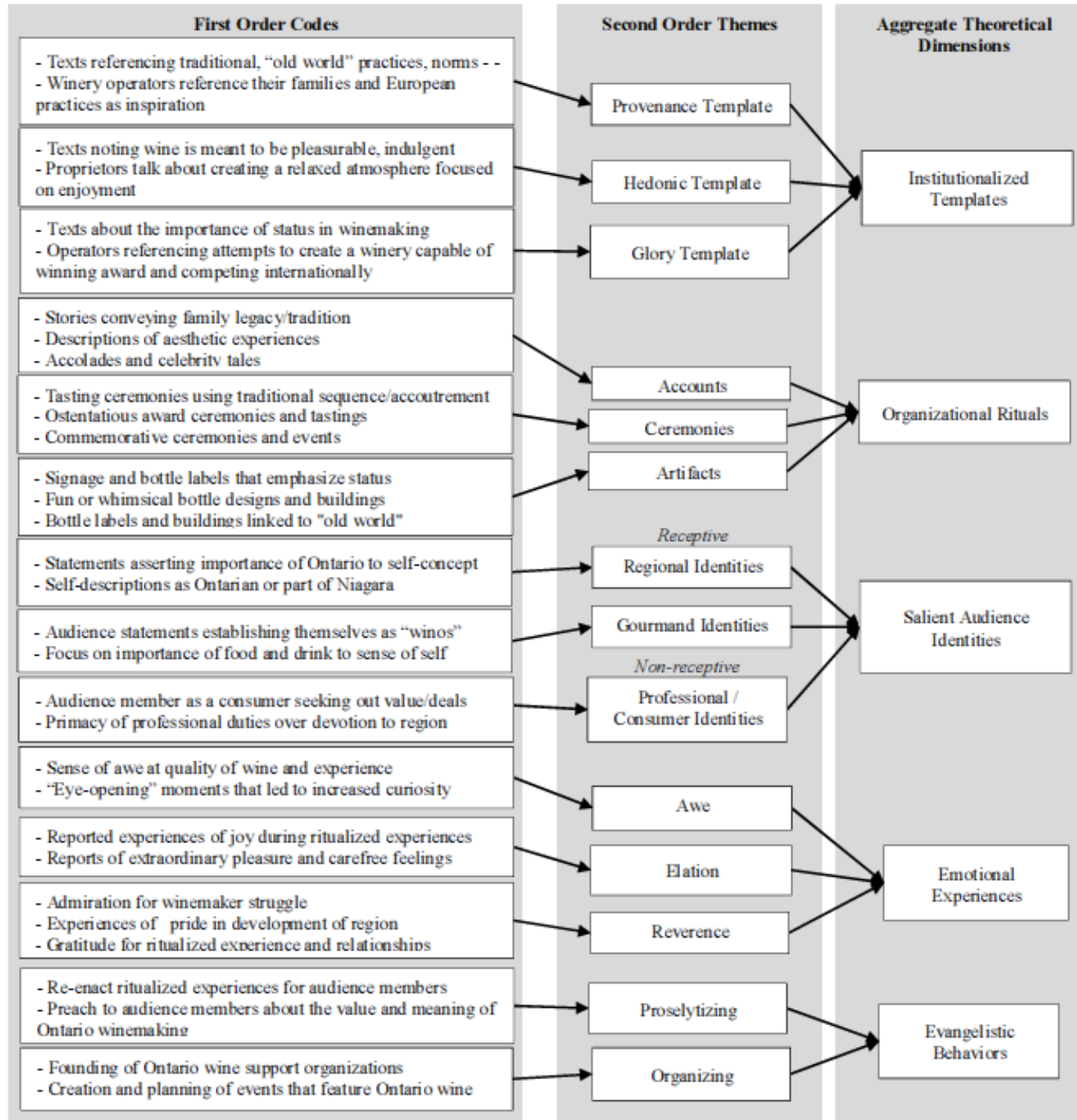
- Theoretical sampling strategy (Denzin, 2006) “...to maximize opportunities to develop concepts in terms of their properties and dimensions, uncover variations, and identify relationships between concepts” (Corbin and Strauss 2008, p. 143)

## **Data Collection:**

- Semi-structured interviews (86 total)
- Archival data (1028 sources including blogs, newsletters, newspaper articles)
- In situ observation (250 total hours)

## **Data Analysis and Interpretation:**

- Iterative cycling between data and theory. Qualitative coding (Corbin and Strauss, 2008) of text, images, video assisted by NVIVO software.





# Overview of Rituals

Emotion Script	Example(s)
Provenance - details chronology of ownership and custody	"Our ancestors managed this land for 200 years before we acquired it from our cousins more than a quarter-century ago. We are continuing a tradition of stewardship ..." (Countryside Winery website)
Hedonic – describes pleasure / sensory arousal and asserts playfulness	"The flavor intensity is a little greater than the regular dry Riesling...With just 8% alcohol, this is a delight for sipping or with raw oysters." (J. Szabo, August 2009)
Glory – describes occasions when praise or status is accorded by external audiences or gained through effort	"All of us at Glamour Vinayard are proud and honoured to be named Canada's 'Winery of the Year'." (Glamour Vineyards newsletter, October 2010)



# Materials: Wine labels

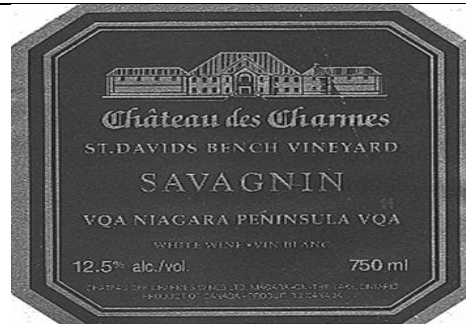
## Label Script

## Label Illustration

## Description

### Provenance

Reflect images or terms that evoke old world wine culture



Château des Charmes was founded in 1978 by Paul Bosc, a fifth generation French winegrower. Their Savagnin label emphasizes the old world provenance by portraying a Chateau as their logo and by adopting a French name for their estate.

### Hedonic

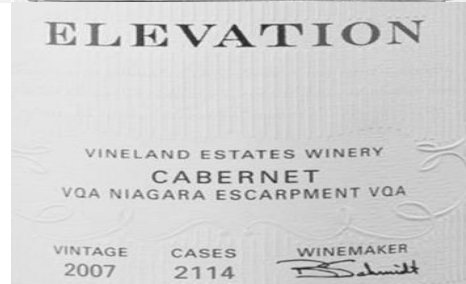
Contain whimsical, idiosyncratic or entertaining designs that incite amusement



Small Talk winery introduces a bright red wine with a label containing speech bubbles. "The labels are about attending dinner parties, the front label in the "Speech Bubble" is what we say out loud during dinner and the back label, the "thought bubble" expresses what we're thinking." (Designer Mary Kate McDevitt)

### Glory

Signal exceptionality through elegant design and references to known experts or celebrities



Vineland Estates' 2007 Cabernet signals exclusivity through its minimalistic label containing the signature of their renowned winemaker as well as a case number (indicating scarcity). The name itself – Elevation – also evokes status.

# Events



**Glory:** Wine Awards and Gala

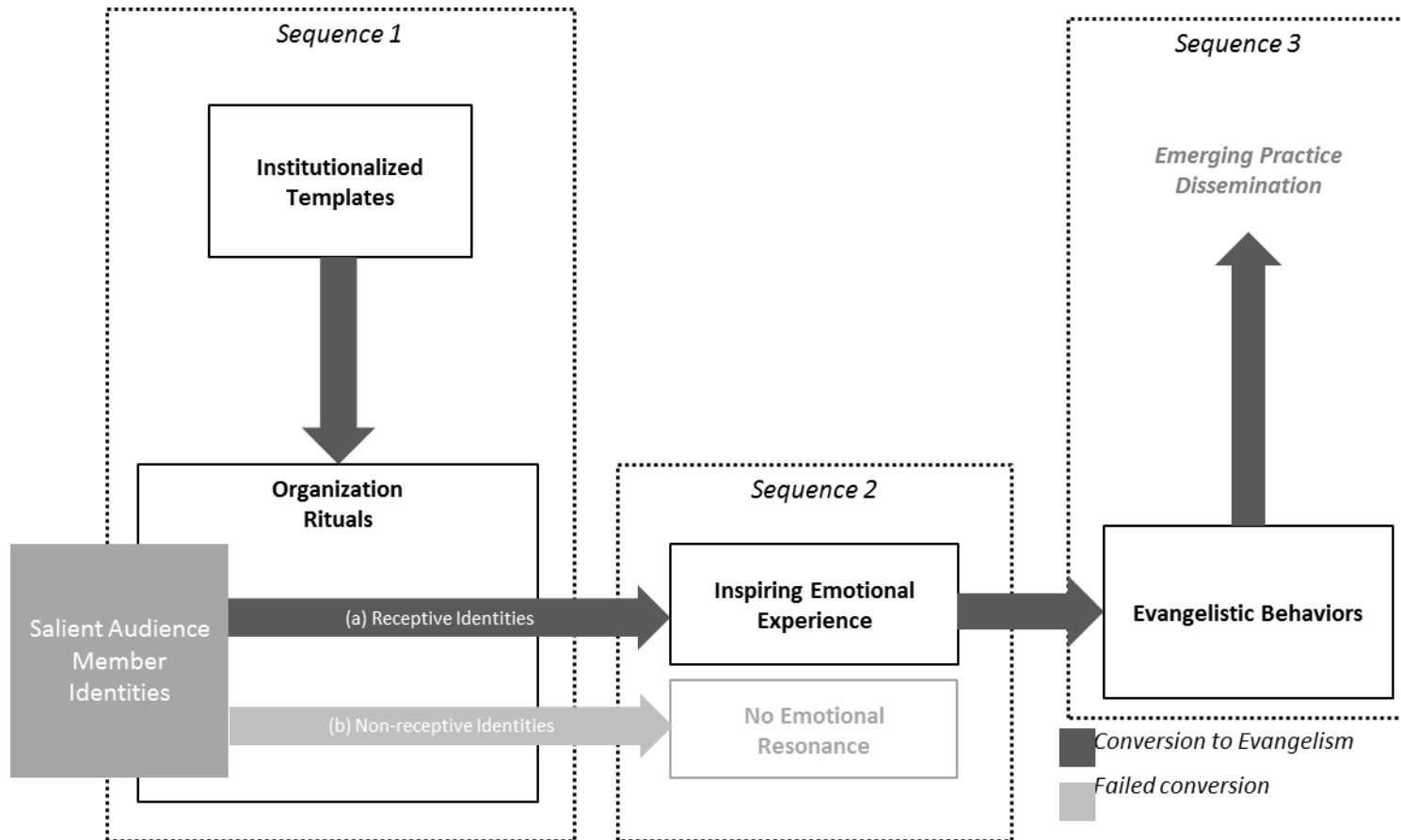


**Provenance:** Celebration of Ontario Grape Grower's legacy (65 years)



**Hedonic:** Annual Niagara Icewine Festival

# How are evangelists created?



# Implications

- Importance of institutional evangelism for growth of the region
- Rituals create and reinforce bonds with evangelists
- Authentic emotional connection is key
- Salient identities either help or hinder this emotional connection