

## MANAGING COMPANIES FROM THE WINE SECTOR

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### ABSTRAKT

Management in companies from the wine sector is realized as a process of planning, organizing, leading and controlling the activities of the company's members and using all resources to achieve the company's goals. The top management company should maintain control over the activities and performance of the company, while leading, inspiring and directing the people working in the company.

Management of companies from the wine sector refers to the coordination and administration of the activities, tasks and resources of the company in order to achieve the specified goals. This often involves supervising staff, overseeing core operational activities and designing the wine company's infrastructure to optimize for the future.

**Keywords:** process, planning, organizing, leading, controlling, activities

### INTRODUCTION

Wine is probably one of the most natural of all long-lasting foodstuffs; compared to most packaged foods, the number of added substances that are not naturally present in wines is small. Moreover, the laws of most wine-producing countries are extraordinarily restrictive; there is a list of allowed additives and anything not on that "positive" list is banned, no matter how harmless (or indeed beneficial). In addition to these limitations, much of the wine industry is also bound by tradition and regional culture.

Wine companies can adopt a number of strategies to respond to the changing demands and costs of production in terms of what is grown in the companies' own vineyard, what is grown under contract and what is purchased in the market at spot prices. . Growing grapes under the control of a wine company, small or large, whether in its own vineyards or with contract growers, can provide greater certainty in terms of the quality level of production.

Whether a wine company wants to break into the market or expand its existing business, a well-thought-out winery business plan is required. A business plan outlines basic business information, including growth goals, products and inventory, organizational structure, historical and forecasted sales, accounting, and more. A wine company's business plan is a vital resource that keeps the company running and ensures that everyone is working toward the same goals.

## **BUSINESS ANALYSIS**

According to the International Institute for Business Analysis (IIBA), business analysis is the practice of enabling change in a company by defining needs and making recommendations for offering solutions that deliver value to stakeholders. Business analysis enables a company to make changes and design and offer solutions that can provide value:<sup>19</sup>

- Business analysis is a strategy for initiating and managing change in wine sector companies, whether large or small.
- Business analysis is used to locate and communicate the need for changes in the way companies operate, and to help them implement those changes.

Business analysis of companies from the wine sector refers to the practice of monitoring business needs and developing solutions to achieve the company's business goals. Business analysis is used to create an appropriate business plan and implement it. Business analysis skills relate to understanding a company's structure, processes, policies and operational activities. Now, let's explore the definition of business analysis and the various business analysis techniques in this article:<sup>19</sup>

- Business analysis is the practice of enabling change in a company by defining needs and recommending solutions that provide value to stakeholders.
- The business analysis identifies the business needs of the company, provides recommendations and relevant solutions for the successful operation of the company from the wine sector. Business analysis means analyzing, defining, documenting and managing the requirements for the future operation of the company.
- Business analysis helps the company in identifying business needs/requirements and formulating solutions for any business problems. Business analysis helps identify and implement the need for change and how companies must work to achieve that change. Business analysis helps companies in the wine sector to create opportunities for better operations. Companies from the wine sector should use business analysis to:
  - ✓ Generating effective solutions,
  - ✓ Providing the necessary documentation,
  - ✓ Ensuring sufficient resources,

- ✓ Achieving greater efficiency in operations,
- ✓ Identifying new opportunities,
- ✓ Achieving goals,
- ✓ Providing value to stakeholders,
- ✓ Making the right business decisions.

By definition, business analysis is the discipline of recognizing business needs and finding solutions to various business problems. In simpler words, it is a set of tasks and techniques that act as a link between interested parties. They help companies in the wine sector to understand the structure, policies and activities of the company. Business analysis can also recommend solutions to help companies achieve their goals:<sup>19</sup>

- When running a company in the wine sector, regardless of whether it is a small or large company, it is necessary to understand how the company works in order to achieve its goals. Business analysis is about understanding how a company works to achieve its goals. It involves defining the capabilities a company needs to provide products to market. The company will need to make a detailed plan to achieve the goals and objectives. If the company needs money to cover some expenses, the analysis should determine how that money could be secured, with a property loan.
- Business analysis allows you to get an overview of the current state of the company and identify business needs. Most often, business analysis is performed to identify and validate solutions that meet business needs or goals.
- The task of business analysis is to analyze and synthesize the information provided by the vast group of people who interact with the company. These are buyers, directors, staff and IT professionals. The analysis does not focus only on the expressed wishes, but draws out the real needs of the interested parties.

A wine industry analysis is a critical evaluation of the various factors inherent in the wine industry. The evaluation of any industry, including the wine industry, can be done by using the five forces that have been identified by Michael Porter. These forces include:<sup>19</sup>

- ✓ Assessment of the bargaining power of suppliers,
  - ✓ Assessment of the bargaining power of the buyers,
  - ✓ The ease of entry,
  - ✓ Competition, and
  - ✓ The threat of substitutes.
- A analysis of the bargaining power of suppliers in relation to the wine industry is a part of wine industry analysis that evaluates the type of power the suppliers of raw materials and other necessary inputs have in the industry. The raw materials that are necessary for wine production include items like grapes, while other inputs include

bottles and labor. Total cost of raw materials and labor can make a huge difference in the final profit that the wine company will make. As such, it is necessary to find out if the suppliers of the necessary input are many or if there is a monopoly. If there are many suppliers, this might increase the bargaining power of the wine company, and it will provide more choices.

- Another component of a wine industry analysis is the bargaining power of the customers or the buyers in relation to that of the producers. Such customers may be in the form of distributors or wholesale buyers, meaning that they may be the largest purchasers of the final product. The fact that they are the major customers of the wine company may give them more clout or bargaining power, which may affect the profit margin of the wine producer. Having a few major buyers usually puts a wine maker in a position of disadvantage by reducing the ability of the company to bargain effectively out of fear of losing the customer.
- Ease of entry is a part of wine industry analysis that involves the study of how easy it is for new entrants to penetrate the wine industry.
- The more competition in an industry, the harder it will be for any one company to stand out. This is especially worse if the market is significantly overcrowded, because each company has to work extra hard to capture a share of the market.
- Sometimes the profits are not as much as what one company would obtain if the market were less crowded.
- The threat of substitutes means an assessment of other products that the customers might be tempted to buy instead wine.

## **Analysis of the current situation**

The analysis of the current business situation provides a clear, concise view of the current state of the company in its market. The analysis of the current situation takes into account several factors, including macroeconomic trends, consumer data and information about competitors. Analysis of this data can be done in several different ways, including the popular SWOT (Strengths, Weaknesses, Opportunities, Threats) method. Using this information, the situational analysis provides a summary of how the company stands and provides a forecast for its operations and development in the near future.<sup>19</sup>

- Macroeconomic developments can be significant when analyzing the situation. A downturn in the national economy, new laws or changes in state tax laws can result in a change in the operating conditions of wine sector companies. Macroeconomic analysis can determine trends that may affect the company's marketing strategy, financial position or market share.
- Customer data is one of the most critical components of analytics. This data can be collected through consumer surveys or from simple observation. Some of the items to

be analyzed may include the age, gender, income level, educational background or marital status of a typical consumer.

- Competitor data helps determine how a wine industry company stacks up against similar companies. To obtain this data for analysis of current situation, it is important to study consumer product reviews, stock prices, and relative market share. Many firms outsource analysts to provide an objective comparison that clearly shows how each company stacks up against one another. Competitive analysis can examine direct competitors as well as indirect competitors.
- Once the current state data is collected in an organized manner, the analysis process can really begin. The SWOT method helps break down data into one of four categories: strengths, weaknesses, opportunities, and threats. The strength of a business may be a high market share or a diverse customer base. A weakness may be an unrecognizable or dated brand name and logo. Companies want to take advantage of opportunities for growth and improvement. Finally, it is important that the company prepares for the threats.

Current state analysis helps companies make informed decisions at critical moments. The benefits of conducting a property analysis can be seen in the fact that it:<sup>19</sup>

- It helps to determine competitive advantage: Competitive advantage is a feature that gives a company an advantage over its competitors. Performing a situational analysis requires identifying the company's strengths, weaknesses, growth opportunities, and obstacles that might stand in its way. As a result, companies can identify a business aspect, such as exemplary customer service or supply chain management, that gives them an edge over their competitors.
- Helps identify areas of potential growth: A situational analysis can help clarify areas and provide a framework for setting and achieving goals.
- Can improve efficiency: Conducting a situational analysis ensures that initiatives, plans and strategies remain focused on areas that add value to the company.
- Components of current state analysis:
  - ✓ Competitor Analysis: Examining the competition can help companies make decisions regarding factors such as pricing, marketing, and organization.
  - ✓ Environmental Factors: There will always be factors beyond a company's control that affect its internal or external success. Internal environmental factors include human resources, finance and value propositions. External environmental factors include climate change, government policies, legal restrictions and economic changes.
  - ✓ Products: Any current state analysis involves understanding the company's current products and how they meet the needs of its existing customers, including services outside the company's primary product line.

- ✓ Supply Chain: Analyzing a company's current distribution situation includes examining its relationship with its distributors, suppliers and retailers and can help identify ways to improve strategic partnerships.

Analyses of current situation in wine company is an examination of the environment the company is working in, resource situation, strength and weaknesses of the value chain and core competencies. Analyses of current situation is analysis to explain the recent strategies and future prospects:<sup>19</sup>

- To analyse the specific opportunities and threats the company is facing, company should give a short overview of the general environment of the wine industry including political, technological, economic and global segments.
- Once the boundaries have been identified company go on analysing competitive forces in the industry environment. The leading question to answer should be: How is the market structured and what factors cause environmental change.

Threats that wine producers face internally, in the macro environment in which they operate:<sup>19</sup>

- Threats that wine producers face internally, in the macro environment in which they operate:[8]
- Strengths and weaknesses are often limited to the internal affairs of the company - resources, skills and constraints. Opportunities and threats are factors that are analyzed in terms of market forces and other factors such as technological, legal & environmental, political, social, health & security and economic.
- Successful organizations are those that can predict market trends better than others, provide resources to develop products and services to take advantage of those trends, be able to counter the threats of competitors and meet the expected customer value proposition.

## **Analysis of the environment**

Environmental analysis helps companies identify internal and external elements that can negatively or positively affect their operations. By looking at factors such as the economy and technology, companies can predict potential opportunities and threats:<sup>19</sup>

- Environmental analysis or environmental scanning is a strategic tool that you can use to find internal and external elements that can affect a wine company's operations. Internal components indicate the company's strengths and weaknesses, while external components indicate the opportunities and threats outside the company.

- Environmental analyzes help companies identify potential influences that may provide an opportunity or threat. This helps companies prepare for changes in their environment. Some benefits of using environmental analysis include:
  - ✓ Forecasting the future,
  - ✓ Identifying threats and allowing them to develop a response strategy,
  - ✓ Helping to achieve business goals,
  - ✓ Formation of effective strategies and marketing programs for future operations,
  - ✓ Improvement of the organizational elements of operation.
  
- The environment analysis process consists of the following procedures:
  - ✓ Identifying environmental factors. To conduct an environmental analysis, one should start by selecting factors of the environment to be analyzed.
  - ✓ Collection of information. After deciding which factors to assess, it is necessary to decide what information will be collected about the selected environmental factors.
  - ✓ Evaluation of competitors. To determine if there are any threats from competitors, information about them should be gathered. Gathering information can be done using a technique called business intelligence, where it is gathered in a non-traditional way.
  - ✓ Impact forecasting. Forecasting makes it possible to predict how certain factors of the environment can affect the company's operations. This allows companies to anticipate potential threats or opportunities.
  - ✓ Strategy Assessment Companies need to assess their current and potential strategies to determine how projected changes in the environment may affect the company. This helps to address potential challenges that may have arisen from environmental factors.

There are many factors to consider when wine company try to analyse and determine impact of environmental on wine production. Analysis should look at growing practices, cellar practices, packaging size and type, shipping distance, as well as distribution method of wine:<sup>19</sup>

- Analysis of the Vineyard - Viticulture:
  - ✓ More and more producers are adopting organic, biodynamic and regenerative viticultural practices in their vineyards the vast majority of mass-produced wines are still farmed industrially. Machine harvesting is common practice in large vineyards as it is less time consuming and more cost effective than physical labour.
  - ✓ Pesticides are equally problematic, as these chemicals pose additional risks to the environment due to the potential for run-off, which can contaminate local water sources. Their use is more pervasive than you might think.

- ✓ The other main resource used to grow grapes is water. The majority of water used in wine production is used for irrigation with using precision irrigation techniques.
- **Analysys In the Cellar – Viniculture:**
  - ✓ When the fruit has been picked, either by hand or by machine, it's time to ferment it and turn it into wine. The process of alcoholic fermentation itself generates CO<sub>2</sub> as a byproduct. In fact, the emissions released during fermentation are the most concentrated of all industrial CO<sub>2</sub> emissions.
  - ✓ Other direct emissions associated with wineries are caused by synthetic refrigerants released as a result of refrigeration and insulation. Indirect emissions linked to winery activities are largely due to electrical demands such as heating, ventilation, air conditioning, lighting, pumping, etc. Various wine industry associations offer energy saver toolkits to help wineries improve their energy efficiency. Less significant, are the indirect emissions created during the production of commercial yeast additives, and barrels.
  - ✓ Winery wastewater management is of the utmost importance. Water usage can be minimized by switching to high pressure hoses, or cleaning with brooms. The generation of some waste water is difficult to avoid and must be managed appropriately. There has been an increase in reusing winery wastewater, after minimal treatment, as an affordable and sustainable source of irrigation water for grasses, root crops and cereals. If this is not possible, the waste water must be treated and disposed of accordingly.
- **Packaging and Distribution:**
  - ✓ Only a little over a third of a wine's carbon footprint can be attributed to vineyard and winery activities, the rest can be attributed to its packaging, distribution, and storage. Packaging components that require production are the cork and tin or aluminium foil around the cork.
  - ✓ Among others, more wine is available in bags, cartons, or on tap at restaurants and pubs. The footprint of packaging can be reduced by a factor of five by purchasing wine packaged in cartons rather than glass. Since some consumers can't help but judge the quality of their wine by the vessel it comes in, winemakers have started shipping their wines in stainless steel containers, and completing bottling closer to the point of sale. By reducing the weight of the load to be transported, the transport costs are reduced in turn.
  - ✓ A great way for reducing costs related to transport is drinking wines produced closer to home. The country or continent of origin isn't always the most important factor to consider when evaluating transport costs. The method of transportation has a more significant impact than the distance travelled. Wines that have travelled long distances overland, either by car or by plane, should be minimized.

- ✓ For consuming wine it is necessary to see where the grapes were grown, how it was transported to and the vessel it came in.

## **Analysis of market opportunities**

Market opportunity analysis is the process of researching where and how a company can attract more potential buyers or increase its share of revenue. It includes identifying the competition, understanding consumers and uncovering potential risks. By analyzing market opportunities, a company can prioritize new business ideas based on how potentially profitable and risky they are:<sup>19</sup>

- All wine sector companies, large or small, benefit from a better understanding of the wine sector in which they operate or access.
- Market opportunity analysis can help develop existing operations, capture new markets and opportunities, or expand current markets:
  - ✓ To make better long-term strategic decisions.
  - ✓ To assess the demand for wine products or services.
  - ✓ To identify potential marketing strategies.
  - ✓ To identify areas for further research.
  - ✓ To identify and manage potential market disruptions.
- There are many reasons to take the time to explore the full range of options. before proceeding. The following can be singled out as important benefits of market analysis:
  - ✓ Making better long-term strategic decisions. Providing insight to look into the future. What will the market look like in a year? Five years? 10 years? What forces are at work in the market today? How are the demographics of your target customers changing?
  - ✓ Assessing the demand for products or services. A market assessment will show the sales potential of the new product or service. This analysis helps evaluate whether expanding into a potential new market is worthwhile for the company.
  - ✓ Identifying potential marketing strategies. Through the process of market opportunity analysis, companies can gain a deeper understanding of who their target customers are, what they want, and how they make their purchasing decisions.
  - ✓ Discovering areas for further research. As you begin to understand the market better, even more new research opportunities can be identified. .
  - ✓ A SWOT analysis looks at a potential strategy's strengths, weaknesses, opportunities, and threats. Identifying weaknesses and threats to market opportunities is key to a company's success.

Knowing target market, and specialization for it, is one of the pillars to achieve recognition in a market segment, and consequently to rise the market value of wine. Market opportunity analysis of wine companies is a method that determines the desirability of a business opportunities. Market opportunity analysis forms a crucial portion of any business strategy of wine companies where the market is analyzed to identify the anticipated revenues and profits from a product or service before launching it. Analysis of wine market opportunities can start with:<sup>19</sup>

- Market research - When wine companies doing market research, should focus on markets that she can geographically target, or those which she expect to be able to target in the near future.
  - ✓ The first thing companies need to know themselves is what the market size where they're trying to enter.
  - ✓ A better approach to calculating potential market size is by redirecting the focus to the consumers. This is segmentation of market.
- Segmenting the target consumer base should start by factors such as age, lifestyle, purchasing power.
  - ✓ Evaluating customers' buying power - Segmenting the total market also helps wine companies understand how they should formulate their pricing .
  - ✓ Priced too high, is risk of being unaffordable. Priced too low, might be mistaken for being low quality.
  - ✓ Understanding the psyche of potential consumer base can tell how much they're willing to shell out for a quality product.
- Leveraging current events - Great information that can glean insights from for target market looks for wine are specific events and holidays with promotional offers. In a sense, wine companies can maximize their presence and introduce themselves to people who normally wouldn't know to about company.
- Diversifying portfolio - This could be in the form of launching a new product that is complementary in existing product. Creating a new product means investing time and money in research and development.
- Building partnerships - Another way of enhancing business offerings is by forging strategic partnerships with businesses that can provide what wine company currently cannot.

## **MANAGEMENT FUNCTIONS IN COMPANIES FROM THE WINE SECTOR**

There are four generally accepted functions of management: planning, organizing, leading and controlling. These four functions work together in the creation, execution and

realization of the organization's goals. The four management functions can be a process in which each function builds on the previous function. To be successful, wine company management needs to follow the four management functions in the correct order. Managers should first develop a plan, then organize their resources to delegate responsibilities to employees according to the plan, then lead and effectively implement the plan, and finally evaluate the effectiveness of the plan's execution. The wine company can make all the necessary adjustments:<sup>19</sup>

❖ **Planning** - Planning - In this stage, managers in the wine company establish organizational goals and create a course of action to achieve them. During the planning stage, management makes strategic decisions to set a direction for the organization. Managers can consider different alternatives to achieve the goal before choosing the best course of action. While planning, managers usually conduct an in-depth analysis of the current state of the organization, taking into account its vision and mission and assessing what resources are available to meet organizational goal.

- In planning, managers typically evaluate internal and external factors that may affect the execution of the plan, such as economic growth, customers, and competitors. They also establish a realistic time frame for achieving the goal or goals, organizationally available finances, personnel, and resources. Managers may need to take additional steps, such as seeking approval from other departments, executives, or their board of directors before proceeding with the plan.
- There are several approaches to planning:
  - ✓ Strategic Planning: This type of planning is often conducted by the top management of a wine company organization and usually creates company-wide goals. Strategic planning analyzes threats to the organization, assesses the organization's strengths and weaknesses, and creates a plan for how the organization can best compete in its environment. Strategic planning usually has a long time frame of three years or more.
  - ✓ Tactical Planning: Tactical planning is shorter-term planning for a goal that will take a year or less to achieve. It is usually carried out by an organization at the middle level of management. Tactical planning is usually focused on a specific area or department of organization such as its facilities, production, finance, marketing or personnel.
  - ✓ Operational Planning: Operational planning is the process of using tactical planning to achieve strategic planning and objectives. Operational planning creates a time frame for the operational implementation of part of the strategic goal in practice.

❖ **Organizing** - The purpose of organizing is to allocate resources and delegate tasks to staff to achieve the goals established in the planning phase:

- Managers may need to work with other departments of the organization, such as finance and human resources, to organize the budget and staffing. During the organizing phase, managers strive to create a work environment conducive to productivity. Managers typically consider employee motivation and ability to match employees with roles and tasks that best suit their abilities.
- When assigning roles to team members, managers should explain and ensure that employees understand their individual duties, help employees feel engaged and productive. Managers should ensure that employees are assigned an adequate workload and adequate time to complete their work.

❖ **Leading** - Leadership - Leadership consists of motivating employees and influencing their behavior to achieve organizational goals. Leadership focuses on managing people, such as individual employees, teams and groups rather than tasks. Managers can direct the team and members by giving orders and direction. Managers who are successful leaders usually relate to their employees through using interpersonal skills to encourage, inspire and motivate team members to perform to the best of their abilities.

- Managers can foster a positive work environment by identifying times when employees need encouragement or direction and using positive reinforcement to praise employees for a job well done.
- Managers usually incorporate different leadership styles and change their management style to adapt to different situations. Examples of situational leadership styles include:
  - ✓ Directing: The manager leads by making decisions with little input from the employee. This is an effective leadership style for newbies
  - ✓ employees who need a lot of initial direction and training.
  - ✓ Coaching: The manager is more receptive to input from employees. Managers can present their ideas to employees to work cooperatively and build trust with team members. This leadership style is effective for individuals who need managerial support to further develop their skills.
  - ✓ Support: The manager makes decisions with team members, but focuses more on building relationships within the team. This style of
  - ✓ leadership is effective for employees who have fully developed skills but are sometimes inconsistent in their performance.
  - ✓ Delegating: The leader provides minimal guidance to employees and is more concerned with the vision of the project than
  - ✓ daily operations. This leadership style is effective with employees able to work and complete tasks on their own with little direction. A leader may focus more on high-level goals than on tasks.

❖ **Controlling** - Control - Control is the process of evaluating the execution of the plan and making adjustments to ensure that the organizational

goal is achieved. During the control phase, managers perform tasks such as training employees as needed and managing deadlines..

- Managers monitor employees and evaluate the quality of their work. They can conduct performance appraisals and provide employees with feedback, giving positive remarks about what they are doing well and suggestions for improvement. They may also offer salary increases as well as incentives to high-performing employees.
- Managers may need to make adjustments such as:
  - ✓ Budget Adjustments - Managers monitor budget and resources to ensure they are using available resources and not going over budget. For example, a manager may notice that a project is going over budget, but is not sure what is causing the project to go over budget. In this situation, the manager will need to identify whether there is a general overspending problem or not one department in particular is going over budget. Once the manager has identified the source of the overspending, he must take action to limit overall costs and make cuts as necessary to balance the budget.
  - ✓ Staffing Adjustments - Managers may have to make challenging decisions such as whether to reassign an employee who is producing poor quality work to another task or drop him from a project. managers may need to add additional team members to meet an organizational goal if they determine that the team is understaffed. If so, they may also need to consult with directors to secure more funding.

## **CONCLUSION**

Winemaking is a complex business regardless of the size of the company. manufacturing process management involves taking into account many variables such as land, labor, equipment, raw materials, work flow and more. Production management aims to optimize production and find a balance point between the quality and capacity of products as well as the time and resources spent on their production.

Management is described as a social process that includes responsibility for economical and effective planning; regulation of the operation of a wine company in fulfillment of the given goals. It is a dynamic process consisting of various elements and activities. These activities are distinct from operational functions such as marketing, finance, purchasing, etc activities are common to every nursery regardless of its level or status.

At its most fundamental level, wine management is a discipline that consists of a set of four general functions: planning, organizing, leading and controlling. These functions are part of a set of practices and theories of how to be successful manager. These functions work together in the creation, execution and realization of organizational goals. The four functions of management can be considered a process where each function builds on the previous function.

To be successful, management needs to follow the four functions of management in the correct order.

Managers should first develop a plan, then organize their resources and delegate responsibilities to employees in accordance with planning, then assign tasks to employees so that they can effectively implement the plan. Managers ultimately need to evaluate the effectiveness of the plan as it is being executed and make them all necessary adjustments.

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