



## Τμήμα Τουρισμού

# Entrepreneurship development in wine tourism

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PhD thesis in progress

### Information

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### Objective

Wine tourism is a rapidly growing sector that enables wineries to diversify their activities and enhance competitiveness. In an increasingly dynamic environment, firms must effectively manage their resources and develop capabilities that support adaptation and innovation.

Research on Dynamic Capabilities and firm performance in wine tourism has gained increasing attention, as scholars seek to understand how firms can better utilize their resources to improve performance in rapidly evolving and competitive markets.

This study examines how Dynamic Capabilities and Social Media Marketing practices influence the performance of wine tourism businesses.

### Methodology

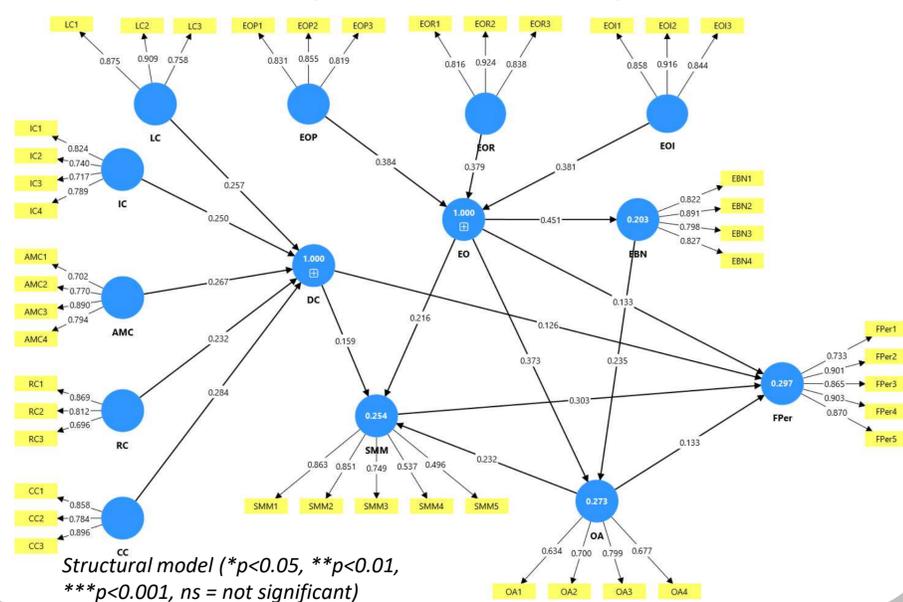
- **Research Focus:** Impact of Dynamic Capabilities, strategic orientations, and Social Media Marketing on the performance of wine tourism businesses.
- **Research Design:** Mixed-methods approach combining quantitative and qualitative analysis.
- **Sample & Data Collection:** Survey questionnaire distributed to 180 Greek wineries involved in wine tourism using a cross-sectional research design (response rate 37.1%).
- **Key Variables:** Dynamic Capabilities, entrepreneurial and market orientation, organizational flexibility, business networking, Social Media Marketing practices, and business performance (last three years).
- **Data Analysis:** PLS-SEM path modeling using SmartPLS 4.

### Results

- Respondents were mainly wine tourism entrepreneurs aged 30–40 (33.3%) and 41–50 (28.3%).
- Most had 5–10 years of business experience (33.3%).
- Wineries are mainly small or medium-sized (1–10 employees).
- Most entrepreneurs have higher education degrees.
- Social media and word-of-mouth are the main visitor attraction channels.

### Analysis

- Social Media Marketing (SMM) shows the strongest direct effect on business performance ( $\beta = 0.303$ ).
- Dynamic Capabilities ( $\beta = 0.126$ ), Entrepreneurial Orientation ( $\beta = 0.133$ ) and Organizational Agility ( $\beta = 0.133$ ) also positively influence performance.
- Entrepreneurial Orientation strongly affects Business Networking ( $\beta = 0.451$ ), which in turn supports organizational agility.
- Organizational Agility ( $R^2 = 0.273$ ) and Social Media Marketing ( $R^2 = 0.254$ ) act as key mediating mechanisms influencing performance.



### Conclusion

- Dynamic Capabilities, Entrepreneurial Orientation, and Organizational Agility positively influence wine tourism business performance.
- Social Media Marketing has the strongest direct effect on performance.
- Entrepreneurial Orientation enhances business networking and organizational agility, supporting firm performance.
- The findings highlight the importance of strategic capability development and digital marketing for wine tourism businesses.
- Implication: Wine tourism entrepreneurs should invest in social media strategies, innovation, and networking to strengthen competitiveness and long-term growth.

### Publications

1. Savvinopoulou, M., Mylonas, N., Alteri, L., & Reitano, L. (2025). Slow Tourism towards Sustainable Destination Development: a comparative case studies analysis between Puglia and Crete. *Rivista di Studi Politici*, 15.
2. Savvinopoulou, M., Mylonas, N. (2026). The Impact of Entrepreneurial Orientation, Market Orientation and Dynamic Capabilities on Firms' Performance in Wine Tourism. *Tourism and Hospitality*
3. Savvinopoulou, M., Mylonas, N. (2026). The Impact of Organizational Agility on the Performance of Wine Tourism Firms: Social Media Marketing as a mediator. *Services Marketing Quarterly (Under Review)*



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