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How wine education can improve revenue in Dubrovnik restaurants?

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Abstract

The aim of this research was to get a more profound understanding of the level of wine education in Dubrovnik restaurants and how education can be upgraded to boost revenue through wine sales. The literature review supported the initial idea that wine education does have a positive impact on revenue in restaurants. The most important findings were related to wine sales impacts on restaurant revenue, guest's risk perception and methods to reduce risk, wine education outcomes and major challenges and wine customers analysis based on age and type.

Since no similar studies were done on this topic in Dubrovnik restaurants, structured interview with two experienced industry professionals served as a benchmark for establishing the value of functional and productive wine training practices. The results showed importance of tailored wine education with partnerships, team support, flexibility and communication as most important variables for success. This study provides valuable findings for all FB professionals and restaurateurs in Dubrovnik.

Keywords: wine education, wine sales, wine training, restaurant business, Dubrovnik

Introduction

1. Restaurant wine sales

Wine is an art. Complexity, uniqueness, and depth of wine force customers to engage and participate since it is a full, complex experience (Kimes et.al., 1998). Arousing pleasure and praising the beauty of wine do not only have hedonic components, but on top of that, a more meaningful aesthetic experience (Charters & Pettigrew, 2005).

1.1 Wine list

As Johnson and Massoti (1990) concluded, an inevitable strong connection between the wine list, the waiter, and the customer's choice to purchase wine exists, and therefore the wine list and well-trained staff are basic and essential tools of wine sales. The wine list communicates with the customer, highlights innovative and sophisticated attributes in the menu, but, even more, serves as an effective sales device. Consequently, through wine lists restaurant is differentiated from competitors, and increases the revenue (Maria Eugenia Ruiz Molina et al., 2010). It is valid to say that restaurant owners transmit the restaurant image to the public through the menu and the wine list design (Bowen & Morris, 1995).

1.2. Wine sales

Restaurants aim to sell more wine while simultaneously maximizing guest satisfaction and loyalty (Awards, 2021). Wine sales increase restaurant profitability and turnover, which provokes a great interest among restaurateurs (Tim H.Dodd, 1997).

As recorded by Gil et al. (2009) wine importance could be illustrated in total sales turnover in Spain, where wine constitutes 32% of average receipt in restaurants, while that number varies between 26% and 29% in Australia (Bruwer & Johnson 2005, Bruwer et al 2012). Unsurprisingly, each restaurant must find certain strategies to promote wines and embrace wine

sales (Manske&Cordua,2005). Based on Dodd (1997), three tactics boost wine sales in a restaurant: selection, improvement in wine list offer and development of suggestive selling techniques among staff. As Quester P.G; Smart, (1996) concluded, encouraging wine sales is closely related to marketing efforts for wines to reach customer who favors certain flavors or characteristics such as refreshing, crisp, fruity, dry.

1.3. Wine revenue

Furthermore, wine is an extremely powerful revenue booster. Revenue management in restaurant seating has evoked an enormous interest among restaurateurs in the last 20 years. Increasing revenue per available seat (Rev PASH) while taking into consideration the time and the average check amount spent in a restaurant is a topic of indispensable significance (Kimes et. al., 1998). Beverage in restaurant seating tends to have relatively high margins, which often results in higher returns compared with food (Tim H.Dodd, 1997).

2. Wine consumer analysis

"Wine is for everyone, after all, and we should not treat it as if it were something reserved for mystical elite" – Piero Antinori.

2.1 Dynamics and fickleness among wine consumers

The world we know today is rapidly changing at an unbelievable speed and new trends constantly emerge while restaurants try to keep pace and survive.

Barena & Sanchez (2009) highlighted enormous transformation changes in consumption behavior where main product features should be composed of qualities customers praise the most. Wine Intelligence (2019) reported stats on the wine market in the UK that showed a significant fall of wine drinkers from 2015 (39.1 million) to 2019 (35.8 million). However, only 28.6 million drinkers reported drinking wine once a month and that is approximately the number

of active wine consumers in the UK. Fewer people drinking wine in the UK could be associated with increased consumption of other spirits, mostly gin. (Wine Intelligence, 2019). We could conclude from this example that beverage markets have become more competitive, while attracting and retaining customers represents a challenge for the wine industry. As Morae et al (2017) argued, winemakers should introduce innovative ways and strategies to secure a profound correlation between consumers' preferences and wine production.

However, positive and encouraging findings are related to a new generation of young adults in the US who show a "strong preference of wine as part of their lifestyle" and certainly signalize potential for the development of the wine consumers market in the future. Customer preferences for wine are significantly driven by overall globalization with people's desire to explore other cultures and their wine industries. Examples are wine countries of New World (Chile, USA, Australia, etc.) which made wine market more competitive, opened new opportunities and emerged with certain trends such as rise in rose wines consumption in last 15 years. (Campbell & Guibert, 2006).

Identifying the needs and wants of the customer plays a significant role, not only in wine selection, but also dictates restaurant image creation, including menu and wine list design, ambiance, decoration, service level, and staff education. Dubrovnik restaurants are overwhelmed with challenges such as competitors, expensive rents, the relatively high turnover rate of employees, and the seasonality of the business. By understanding customer specific methods can be implemented to significantly increase profitability and maximize revenue in wine sales. As Dodd et al (2005) stated, the level of involvement, demographic characteristics, experience, and information source are undivided parts attached to the final purchase decision. Literature mostly different two types of wine consumers, based on age and certain characteristics.

2.2. Wine consumers age preferences and behaviors

Preferences, trends, and needs of your guest have to be tailored into the wine list and menu. Karl Mannheim (1952) introduced the theory suggesting that group of people who shared same place in historical events and culture between ages 17 to 23 will most likely have similar set of behaviors, values and preferences (Koksal, 2019). Each guest has different type of expectations, needs and behavior in the restaurant.

Thoroughly exploring types of guests and "getting to know them" will result in successful sales (Koksal, 2019). Based on Brunner and Siegrist's (2011) work, there are certain motives for wine consumption associated with each category of customers such as recreation, sociability, health, style, food, pleasure, tradition and fun.

Van Zenten (2015) discovered that the taste of wine and wine pairing opportunities were the most important motives to wine consumers regarding age. However, assuming that the wine consumers demographic in restaurant are primarily people aged over 45, health issue importance is significantly higher compared to the younger generation. Namely, Moran & Saliba (2012) research confirmed the myth that Australian wine consumers aged 45+ found health significantly more important than people below 45. Another research showed that Baby Boomers and Millennials put the highest emphasis on value for money, while Generation X consumers ranked quality as the number one characteristic of wine (Wolf et.al. 2005).

On the other hand, Koksal (2019) explored Lebanon wine consumers and concluded that wine quality is the most important feature for Baby Boomers, Millennials showed the highest reaction to price while Generation Z showed the most interest in the taste of wine. Additionally, this research confirmed the hypothesis that Generation X and Baby Boomers have a significantly higher purchasing power than Generation Z due to the fact Baby Boomers are retired with a

higher income than students (Generation Z). Following previous facts, Baby Boomers (21.2 %) and Generation X (9.6 %) spend over 200\$ a month on wine. On the contrary, almost 82% of Generation Z spend less than 50\$ monthly on wine. However, a significantly higher involvement in wine among Generation X (44.9 percent) than among the older generation could indicate an opportunity to invest in marketing efforts in the future. This research was previously examined by Bruwer & McCutcheon (2016) who found the significantly higher frequency and volume of wine consumed as well as spending on wine among older generations. The research has shown that all three previously mentioned factors increase with age.

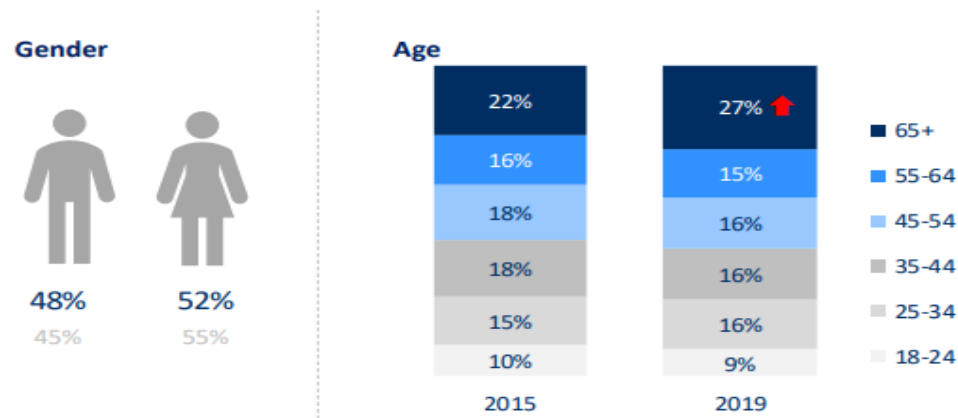
Additionally, the older generation (60+) has a simpler purchase decision process which is probably connected with lower exposure to marketing. On the contrary, younger generations require more time and thinking before decisions are made (Barrena & Sanchez, 2009). Connected to wine involvement, Roe & Bruwer (2017) found that Australian wine consumers over 45 are highly educated, involved, and willing to spend on wine, while those consumers with lower interest in wine usually spend significantly less money on wine purchase. This example suggests that not only it is important to demographically identify your customer, but shows the difference among the same generations in different cultures. As shown in the example, older generations (45+), significantly differ when discussing involvement and attention to wine. Dubrovnik, being internationally oriented, is a challenging destination when it comes to determining a particular guest profile. Nevertheless, according to Dubrovnik Tourist Board, most guests in shoulder season come from Croatia, the UK, the USA while in last few years' Asian market showed significant rise in arrivals with visitors from Japan, China, Singapore, and Taiwan filling shoulder season in Dubrovnik. The high season is traditionally booked by guests from the UK, the USA, Germany, Spain, and Australia (Tourist Board Dubrovnik, 2019).

COVID 19 has certainly disturbed all markets worldwide and the future is uncertain. Yet it is still possible to a certain degree to establish the structure of guests and examine in detail their preferences and desires in wine consumption.

2.3. UK Wine Consumers Overview

The UK, as the most popular visitors market in Dubrovnik, will be examined in this review to identify key information, preferences, and trends among the UK guests.

According to the Wine Intelligence Report (2019), the UK is the 6th largest wine consumption market in the world with more than 51 million adults with the average yearly consumption of 19.2 liters per capita. Interestingly enough, there is a steady decrease in still wines per capita (white, red, and rose), while there is a significant increase in consumption of sparkling wines, mostly Prosecco and Champagne. Furthermore, there is a significant increase in gin consumption and beer, as mentioned earlier. The UK millennials are leaders in the shift toward premium wine brands. These consumers are generally male, under 35, and living in the London area, with the household income above the UK average. This information was backed up with another study that proved that younger Millennials buy significantly higher priced wines as opposed to older generations, possibly because they associate price with quality (Bruwer & McCutcheon, 2016). On the other hand, a research conducted in Australia showed interesting results. It confirmed high purchasing power among young Millennials and the male tendency to consume more wine, but a strong bond between gender and wine consumption could not be found. (Bruwer & McCutcheon, 2016).



Demographics of UK regular wine drinkers, Wine Intelligence(2019.), page 28.

The rising number of older people drinking wine with higher purchase power and fewer doubts and insecurities when purchasing wine could represent an opportunity window for restaurants in the Dubrovnik area. According to Wine Intelligence almost half of consumers (48%) over 55 expressed confidence and comfort sticking to wines previously familiar to them. Enjoyment of new, unexplored wine types, grapes, or styles on regular basis was only approved by 32% of seniors (65+).

Wine Intelligence finally concluded that, although seniors (65+) have the lowest level of involvement with wine, their motives rely mostly on the pleasure side where 85% of them described wine consumption as a pleasurable experience. As Dodd et al (2005) described, people with a higher level of involvement usually make purchase decisions based on wine characteristics, while individuals with low involvement usually make choices based on price or recommendations. To understand the complexity of the situation it has been shown that seniors are usually unwilling to try new wines (recommendation), while at the same time lower involvement indicates "a need" for recommendations. The theory was confirmed by Quester & Smart (1996) who showed that product involvement gradually decreases by age and the group of consumers 55+ showed the lowest level of involvement with wine.

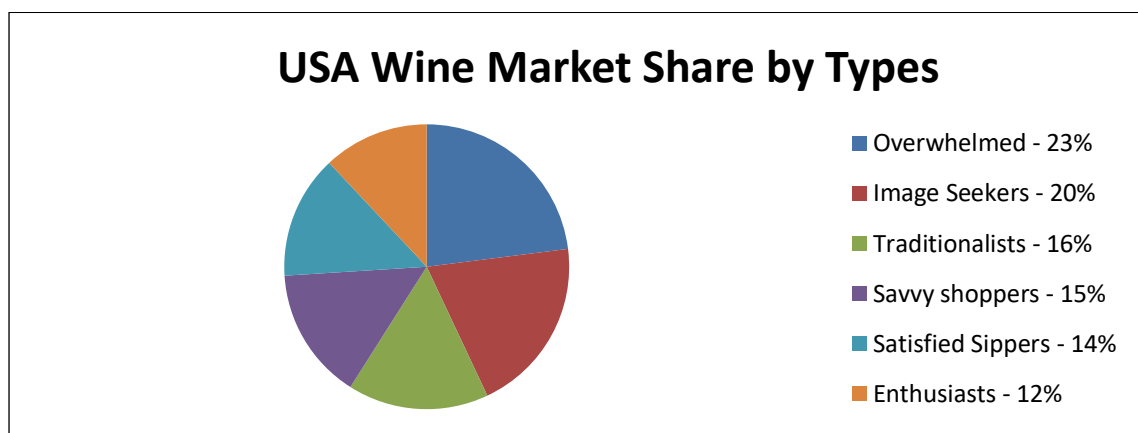
However, by drawing the parallel with the Lebanese market it can be noted that younger generations, although they drink less wine than seniors, show much greater interest and involvement with wine. Examples like these could help restaurant owners to portray certain similarities across age among wine drinkers, and accordingly adjust and improve wine selection or decide to incorporate or to leave out staff education.

2.4. Wine consumers types

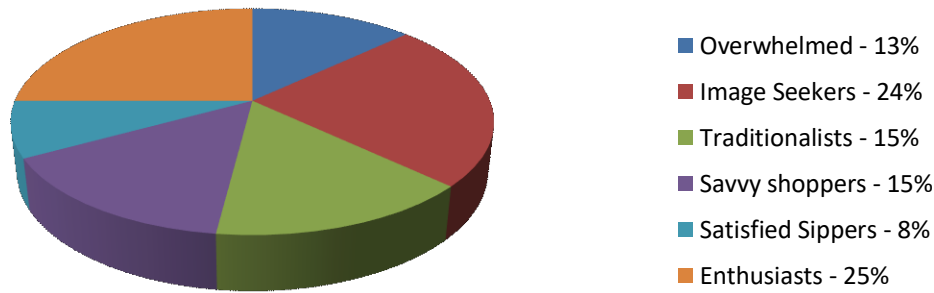
As stated above, according to the Tourist Board of Dubrovnik, USA guests came as second in arrivals to Dubrovnik in 2019. For the purpose of this study Project, a Genome overview enables restaurateurs and industry experts in Dubrovnik to get a better insight and comprehensively examine types of US wine consumers.

One of the world's most extensive research on distinctions, characteristics, and behaviors among wine customers was conducted by Constellation Brand. "Project Genome" examined 10,000 wine consumers and concluded that "typical wine consumer does not exist" (Constellation Wines U.S., 2014).

Wine drinkers were separated into six categories based on their preferences, habits, behaviors, and knowledge. (Constellation Wines U.S., 2014).



USA Wine Market Purchase Share



Group type	Market Share %	Group description and characteristics	Total Wine Sales %
Overwhelmed	23%	Posses very modest wine knowledge and often need assistance of wine steward or sommelier to minimize risk of purchasing unfavorable wine. Overwhelmed don't like cluster of information on wines and mostly give up on purchase if description is description/presentation is complicated. However overwhelmed can be highly influenced by waiter to make a purchase if approach is right	13 %
Image Seekers	20 %	Posses basic wine knowledge acquired on internet. 24% Wine is perceived as an opportunity to impress friend and family. When in doubt, they'll always purchase more expensive option as a sign of quality. Wine is seen as status symbol. IS often research restaurant wine list and make decision ahead. If they require assistance from staff emphasis is on sophistication and professionalism. Group consists mainly of male Millennials drinking Merlot.	
Traditionalists	16%	This group is rarely opened to try new wines and avoid unfamiliar wineries or grape varieties. Traditionalists can be attracted by the selection of established Old World wineries, While the price does not significantly influence the purchase decision. (Constellation Wines U.S. (2014). The waiter should appreciate and follow traditionalist choice since involvement and openness to experience new/unknown wine is low.	15%
Savvy shoppers	15%	As noted from the name, special discounts and better deals represent a sort of enjoyment and self-esteem. When in restaurant, Savvy shoppers often order house wine, preferably by the glass, being careful with wine price. The strategy to meet the expectations of these guests is to offer great value for money or cheaper wines and a couple per glass options to minimize financial risk for them.	15%
Satisfied Sippers	14%	Individuals with poor wine knowledge but significant taste preference. In other words, wine experience is limited to consumption with little to no enthusiasm to learn more about it. Since preferences are based on subjective opinion and taste, it is impossible to identify the most popular wine among this type. However, research has shown serious interest in local wines. If they ever find themselves ordering a wine in a restaurant,	8%

		Satisfied Sippers will search for familiar brands, local or house wines.
Enthusiasts	12%	These people perceive wine as a passion and they want to 25% constantly nurture and respect the story behind the wine. Enthusiasts show envious knowledge, but also a desire to improve and learn more about wine. Sommelier presentation, extensive and informative wine list, food pairing suggestion, and other forms of education are highly appreciated by enthusiasts and price is mostly not a concern. Purchase decisions are made wisely by using knowledge as a backbone.

Once customers' demographics and types are examined the next logical step would move attention towards risk perception when guests are ordering/purchasing wine

3. Risk perception

Risk is one of the major factors which ceases the decision to purchase wine in a restaurant. Degree of risk is in attendance when purchasing wine even though wine enables people to socialize and enjoy (Ogbeide et al., 2014). Restaurant owners have to embrace information delivery on wine to a customer and understand the process behind decision making, such as customer preferences, a recommendation from a third party, and subjective knowledge on wine (Dodd et al., 2005). Regardless of potential extensive knowledge of wines, customers often consider third party suggestions when confronted with uncertain purchases (Dodd et al., 2005). In the case of poor information delivery to guests addressing wine, price, and in absence of previous experience with wine, customer risk to purchase wine substantially rises. (Knežević, 2020). As Wansink et al. (2006) concluded, ordering the wrong wine could be described as "socially embarrassing or financially disappointing". Additionally, Schiffman & Kanuk (2009) identify even more types of risk people face when ordering wine. As quoted, some of them are: physical risk (health concerns), financial risk (price), functional risk (performance), and social status. On top of these, Bruwer & Rawbone-Viljoen (2013) added the risk of losing time and risk of mental state (Terrier & Jaquinet, 2016). To reduce the potential risk of buying "the wrong wine", customers often thoroughly think over it before the final purchase. However, as

Rook (1987) noted, this "rule" shifts in another direction once people feel a strong and sudden incentive to purchase without rethinking the reasons behind the purchase (Dodd, 1997). This behavior is often called impulse buying (Rook, 1987). As Rook (1987) explained, products that have smaller value and negligible risk associated with purchase are more likely to be bought impulsively (Dodd, 1997). Since impulse buying evokes a feeling of excitement and an immediate increase of interest, buyers in a restaurant could purchase wine to perpetuate a special event. (Dodd, 1997). On the contrary, Rook (1987) claimed habitual purchases describe consumers that are abominated investing significant effort while making a decision, and so they usually choose familiar options to avoid unnecessary risk (Dodd, 1997).

Risk reduction could be significantly reduced through various methods which simplify purchase decision and encourage sales. According to the literature, there are few most common ways to minimize customer perception of risk when purchasing wine in a restaurant.

3.1 Wine pairing and wine by glass

Imagine the situation where a couple sat in a restaurant and wanted to order. The couple decided to start with a light Italian dish, for example, light pasta. The lady expressed an interest in classic wine pairing, while the gentleman stuck to personal preferences and preferred a full body red wine. The waiter, the wine steward, or the sommelier, if lacking knowledge to suggested rose wine as a perfect wine complement for light pasta, would have probably failed to achieve the highest possible customer satisfaction. Also, if the wine list did not offer full body reds per glass, the gentleman would have been disappointed.

Creating a balanced synergy between wine and food is a form of art. As Van Niekerks & Burke (2009) noted, regardless of innovations in terms of wine style, varieties and types professionals, suggested "five primary taste factors, flavors intensity, and weight" always have to be taken into

consideration before pairing (Brain, 2018). In comparison to other alcoholic beverages, wine is the most frequently paired with food (Dodd, 1997).

"The supply of wines of a restaurant can become a very interesting distinguishing feature, since, from the demand point of view good food accompanied by suitable wine can greatly enhance the gastronomical experience" (Molina et al, 2010). Two usual ways to match food with wines include choosing a specific meal and accordingly pair it with wine or put importance on wine and adjust your food choice (La Villa 2010, Brain, 2018).

Ivkov (2012) offers a similar observation when arguing that the full expression of wine is only possible if accompanied with food. The French way of pairing suggests a strict accent on "gastronomical laws" to pair certain food with complement wine as opposed to the American way with highlighted subjective preferences over classic pairings (Harrison 2008, Brain, 2018).

However, the opposite opinion seems to be present among Dubrovnik restaurateurs who expressed a low level of awareness to match wine with food when creating wine lists (Knežević, 2020). Unfortunately, that is an unutilized opportunity because it was proved that sales increase based on such pairing recommendations (Wansink et. al., 2006).

As Yoon and Stacy (2015) called wine by the glass "billion-dollar opportunity in single-serve food' they explained the urge to meet guests' expectation to drink any wine at any time. Since already mentioned high social and financial risks are associated with wine consumption in restaurants (Wanskink et al, 2006) wine per glass could lower those risks and offer a safer option when choosing the wine (Jaeger et al, 2010). Availability of wine by glass positively impacts customer experience and restaurant revenue (Dewald, 2008). This method could additionally be supported with food suggestions written next to the wine by the glass on the menu, which significantly reduces the unfavorable outcome of ordering wine. (Terrier &

Jaquinet, 2016). Additionally, as Wansink et.al. (2006) stated, 'Wine pairing suggestion will reduce hesitancy" in decision making.

As concluded in the research, the appropriate promotion actions will result in win-win situations for restaurants and customers (Terrier & Jaquinet, 2016). Stats showed a significantly higher percentage of wines sold when food accompanied suggestions were made by a third party (waiter). As Bruwer et al. (2016) found a classic Australian wine by glass consumer could be described as a young woman (18-34) with higher education level who are equally divided in relationship status between single and married. Additionally, the research confirmed the hypothesis that the younger generation consumes wine by glass more than 45+ generations due to the smaller risk associated with the given purchase (Bruwer et. al. (2016). For restaurateurs, there is certainly an urge to examine the UK market. Given the report from 2019, UK consumers' most popular white wine grapes were Sauvignon Blanc, Pinot Grigio and Chardonnay while Merlot and Cabernet Sauvignon were most frequently consumed red wine grapes. (Wine Intelligence, 2019). The tenable move would include adding varieties one misses on a wine list, or upgrade the existing offer of mentioned grape varieties.

Finally, as research showed education content on wines offered by the glass is a highly effective tool for engaging customers with wine sales. A common practice would include wines frequently purchased by customers emphasizing labels with strong brand reputations or popular grape varieties. Next, the visibility of promotional wines is essential to motivate purchase. Naturally, in absence of well-trained staff, these actions could interrupt potential sales at any point (Bruwer et al, 2016).

Nevertheless, a few disadvantages of wine by glass offer should be addressed. Namely, Wansink et.al (2006) found that suggesting too many wines can produce the unwanted effect of confusing customers. More than five wines offered to a guest create a negative impact of

closing the sale. Next, as Hummel & Murphy (2011) stated, there is a threat of "system abuse" by irresponsible pouring or too many tasting samples given to customers.

4. Wine education

4.1. Wine training reality

In order to conduct wine sales, employees (generally waiters) must possess a basic understanding of products. The literature presented two ways of wine education influences sales which are interdependent. As Manske & Cordua (2005) noted indirect influence is training and direct is credibility while both could be achieved through wine education. Hence in many cases, wine-service training is incorporated in a restaurant's training program (Gultek, Dood, Guydosh, 2005).

Nonetheless, the hospitality industry mostly provides a poor and shapeless agenda of practices that are conducted fast and unproductive (Jameson, 2000). One of the most frequent training approaches is on-site training with an experienced employee called OJT (On Job Training). Apart from few positive outcomes such as building 'team spirit' and cohesion along with lower cost, actual training practices are often insufficient, unspecific, or irrelevant training practices (Brain, 2018).

Wine education is no different since restaurants often lack sufficient funds in terms of time or money to support wine training regardless of the positive impact on sales. Restaurateurs must clearly identify the purpose and expected outcome of each training program. One of the challenges to create effective and useful training to educate staff on wine knowledge.

On a positive note, a great example of successful and well profitable wine training investment is shown by Disneyland Resort's Napa Rose. Michael Jordan had a huge ambition to educate staff on wine. Although the program covered only 16h of training in six months period focusing on wine service and knowledge but also selling skills, Jordan recorded increased wine sales on

an annual basis. Furthermore, he could laud with the fact that 42 out of 75 employees had certain sommelier certificates which could be valuable for a future career. (B.W.A. Ben Dewald,2008).

However, some experts claim that wine knowledge is not as important as selling skills. Namely, Ben Salisbury, Vice President of Global Account Development Lane Vineyards & Estates argues that wine education is overemphasized practice where management communicates wrong training to employees. Instead of extensive knowledge on wines, Salisbury states that strong selling techniques with basic wine knowledge will deliver more significant results. However, real art is to understand guests' needs and place quality service in focus. (Dewald & Jones,2007). Salisbury found out that 'unpleasantness' is one of the obstacles in wine sales, guests feel ashamed of their knowledge and are pressured to spend more once the waiter communicates the wine offered in a too formal and educational manner. Finally, Salisbury suggested an open-minded, casual approach when the waiter describes wine offer to translate customers' preferences into words (Dewald & Jones,2007).

Sharma (2001) even followed up this statement by encouraging a training program as a blend of listening and selling techniques created to correspond with a different set of customer types or needs to finalize the sale. Finally, Wansink (2006) suggested selling skills are an important part of establishing credibility and create more chances to reduce risk when communicating needs with customers.

Wines can be overwhelming and stressful for restaurateurs and employing sommelier or wine stewards is one of the solutions to unite quality training, increase wine sales and establish structured wine management.

4.2. Sommelier Effect

Sell wine is not as easy as it seems, As discussed in previous sections, customers are challenged and indeterminate to purchase wine for different reasons such as risk, price sensitivity, lack or

cluster of information, occasion, and others. Sommelier influence on wine could be significantly felt in fine dining or small restaurants where sommelier communicates wine attributes based on value for money, variety, or winery reputation while taking into account guests' preferences on wines (Dewald.,2008).

As discussed before, there is a risk associated with each wine purchase in restaurant seating. Along with wine by glass offer, wine education and selling skills can encourage more sales and increase revenue. Hiring a wine steward could increase wine sales could have an impact of a 15-25% increase in beverage sales.(Aspler, 1991; Holchstein, 1994). To put it into numbers, according to the research conducted by Texas Alcohol and Beverage (2004) average amount spent in restaurants without a sommelier/wine steward was 84\$ per square foot while average sales in restaurants with sommelier/wine steward were 142\$ per square foot. Part of these results would probably include customer's reduced risk once there is a credible and trained person to communicate wine information such as taste or pairing with food. (Hocstein,1994).

An additional benefit of having a sommelier is an innovative approach to a wine list. Data showed that almost 70% of restaurants with sommelier wine and bottle offer at least once a month. And nearly 50% of restaurants changed wine by glass offer frequent as once a month. (Ben Dewald.,2008). To compare innovative factor with restaurants who did not hire sommelier we could see the update of wine by the glass daily was seen only among 3% while restaurants with sommelier updated house wine glass offer in 12% of cases. A big portion of sommelier job duties deals with issues listed above along with duties such as inventory management, trends updates, food pairing and suggestions, and of course, staff education. (Aspler, 1991).

Interesting information revealed that 60% of sommelier learned a lot from experienced sommelier while only 6% of sommeliers declared to be self-taught (6%). It could be said that

formal wine education is not as important since 20% of sommeliers completed formal wine school (Dewald,2008).

The encouraging conclusion is that even though sommeliers do constantly upgrade and learn, staff education could be executed in a more informal, casual way while still resulting in a high-efficiency rate. As Crane(2018) identified some of the learning methods such as teaching basic wine knowledge, general wine, and food pairings, sorting wine into different categories based on descriptive attributes, grape variety, utilize story to sell or country of origin. Simple and enjoyable ways of learning with sommeliers are often more effective as opposed to extensive, time-consuming formal wine programs. Finally, from a restaurateurs' point of view, having a sommelier to lead these learning activities are fun, engaging, friendly, inexpensive, and consolidates team spirit.

4.3. Challenges and outcomes wine training

Wine education requires a high level of engagement and dedication to achieve the most wanted results. Along with financial and time-related issues, Gultek et.al (2005) stated organizational obstacles such as lack of flexibility and motivation for this type of training. Due to busy and dynamic work environment both employers and employees often perceive training as a “burden”. Instead, both parties need to embrace training as an opportunity window to develop and grow together for mutual benefit. Attitude to constantly improve and keep up with new requirements of industry set you up in the right mode with regular training activities. To stay competitive and vibrant on market, well-trained staff is an essential part indebted to survive. (Gultek et al,2005). As examined before, wine sales occupy a respectable portion of revenue, and therefore compatible training shouldn't be avoided. On the other hand, employees frequently experience training as painful while the industry sets new requirements and expectations as a result of regular market changes. Employees benefit by embracing changes and acquiring new skills to stay employable. (Macaulay & Harding, 1996). Furthermore,

employees consider wine training to be an important part of their career where a diverse set of skills is not only desired on the job market but often expected.

Additionally, according to the literature, wine education in a restaurant setting is classified as an investment rather than a cost. Brain (2018) results showed an increase in profit margin once wine training was introduced. Numbers justified investing in training among FB service personnel in the area of selling, service, and wine. Therefore, wine training should be encouraged since it showed a positive impact on profit and guest satisfaction levels. The same results were offered by Gultek et al (2006) and Russel et al (2005) who found positive correlations between wine training and wine sales.

This research aims to investigate and analyze, reality on wine training and education, practices and methods most used in wine training, challenges to implement wine education, customers risk perception when purchasing wine, and finally ways of improving revenue with wine sales for restaurateurs in the Dubrovnik area.

Method

5.1. Instrument design

The main goal of this qualitative research using deductive reasoning methods was to examine how wine education on staff can boost revenue in Dubrovnik restaurants. Optimistically, this project will have useful and beneficial findings since it will compare Dubrovnik restaurateurs' leaders' opinions and relevant literature examined before. The instrument was identifying the gaps and similarities between professionals' opinions and literature recommended practices on staff training on wines, wine education impacts on revenue, differences between wine consumers, approach to a certain group, and risks associated with wine consumption in a

restaurant. Once the interview was done, appeared contrariness and agreements were discussed in the next stage under “Discussion and results”.

This research question was in the introductory stage and has not been examined before. There was an assumption that interview with industry professionals is the most reliable and effective way to research this unknown topic and gather valuable data for further research. Other instruments such as questionnaire might be irrelevant or not suitable for this type of introductory examination stage on a topic. One of the reason refers to relevance of the sample questioned and complexity nature of the research questions. Since previous research on particular topic has not been yet conducted, there were no clear enough instructions to apply questionnaire and there was an urge to get more profound knowledge about topic. These reasons are additionally discussed under 3.3. section "Interviewees sample". Furthermore, researcher applied deductive reasoning approach. Researcher taking a deductive approach develop hypotheses based on some theory or theories, collect data that can be used to test the hypotheses, and assess whether the data collected support the hypotheses. take the steps for inductive research and reverse their order. They start with a social theory that they find compelling and then test its implications with data. That is, they move from a more general level to a more specific one.. The researcher studies what others have done, reads existing theories of whatever phenomenon he or she is studying, and then tests hypotheses that emerge from those theories (Morales Pedraza, 2017).

Due to COVID 19 measures prescribed by the Croatian Civil Protection Headquarters to minimize risks of infection this interview was conducted online via Zoom. The formal part of the interview lasted approximately 30 minutes. At the very beginning, interviewees were noted that the interview is being recorded and later on transcribed while materials will be used for academic purposes.

5.2. Data collection

All questions asked during the interview derived from extensive literature research on wine education topics such as the question of risk perception among consumers when purchasing wine, obstacles, and challenges to introduce wine education in a training program, advantages of having a sommelier, and others.

The interview's open-ended questions aimed to provide opinions from professionals exclusively based on their knowledge and experience without previous exposure to literature readings on the discussed matter. Since participants were not aware of literature there was no clear incentive nor a physiological pressure to express a professional "by book" outlook. Lack of literature exposure possibly resulted in interviewee's opinions being more honest, accurate, and specifically referred to Dubrovnik's situation.

5.2. Structured interview with open ended questions

Question type	Open ended questions
Presentation/ Introduction	Please tell us something about yourself and your background in hospitality industry and wines.
Key questions	<p>-Please tell us how important is wine education in your opinion and where Dubrovnik restaurants stand in relevant global rankings.</p> <p>- What do you believe to be the biggest challenge when incorporating wine training in a restaurant? Additional to this questions, explain some wine education practices that can be praised and some which should be improved?</p> <p>-What are the most common methods you practice when you conduct wine education and how frequently do you think the staff needs education? What is the staff attitude towards wine education?</p> <p>-Please describe what are the benefits of hiring sommelier for wine education? What are some of the reasons why restaurants rarely hire sommelier or wine steward?</p> <p>-Please describe how you differentiate wine consumers based on age and other relevant demographics. Please support it with examples.</p> <p>-Based on your experience please explain a few biggest risks that consumers face when purchasing a wine in a restaurant? How do you think those risks can be minimized?</p> <p>- Where and how do you see new opportunities to upgrade boost wine sales? What skills are most important to sell wines?</p>
Final question	Please feel free to any advice, comment or observation you think it could be important to my research.

5.3. Interviewees sample

The interview was conducted with two targeted male professionals highly experienced and involved in the restaurant industry for a long period. More about their backgrounds can be found in the 'Results' section where they described their professional career background. Due to COVID 19 restrictions allowed more human contact, number of participant in the research would be probably higher, however on the positive note, lower number of participant is commonly known to be more efficient in qualitative research of this type.

Based on interviewees' experience, skills, and knowledge, these candidates are one of the leaders among Dubrovnik restaurant experts who were able to provide a professional opinion on an unexplored topic of wine education and its impact on revenue in Dubrovnik restaurants. Additionally, both interviewees are strongly dedicated to wines and possess deep knowledge in wines, wine education and wine sale. Combined, they have more than 35 years of professional career experience in Dubrovnik restaurants from various workplaces. They both shared a wide range of positions from waiter, head waiter, shift leader to food and beverage manager and finally general manager of most reputable restaurants.

As mentioned before, for the qualitative nature of research, smaller number of relatively homogeneous participants in interviews is more favorable alternative oppose to larger number or irrelevant or significantly distinct or unrelated sources/participants. (Smith, Flowers, & Larkin, 2009, p. 48). Interviewees' difference regarding geographical location, demographics, language, gender, work experience and particular targeted knowledge relevant to the field of study were not significant. Since differences were small, in this case homogeneity of participants can be confirmed.

In the summer of 2019 researcher had the honor to share a workplace with both interviews and saw their skill and knowledge practiced in the workplace. Even though researcher does not

share the workplace with interviewees anymore, there is still a friendly relationship between them and participants took an honest effort to answer all questions as comprehensively as possible.

5.4. Data analysis

Based on qualitative data derived from two interviewees researcher collected information which were further transcribed and discussed. Since open-ended questions enabled participants to express their experience in their own words rather than using precise literature terminology, there was a need to translate and convert their findings into more suitable comparable material. Although questions directed participants to discuss certain issues it was clear that there was no significant exposure to literature from participants. In other words, participants provided answers completely from their industry experience in Dubrovnik restaurants.

Therefore all data collected was analyzed and important parts were separated and compared with the literature overview. All analyzed data were transcribed manually and researcher got deeper understanding before converting data in more digestible format. Additionally, due to the complexity of data, to provide a more structured organization and clearer picture, the interview's most significant findings were divided into subcategories. After the result section, in the discussion part, each subcategory was compared with literature findings and contrasts and similarities were examined.

Results

Six categories were identified based on the literature review were observed in the deductive coding process of two previously recorded interviews with restaurant and wine industry professionals.

Background

Interviews showed significant knowledge and experience in the FB industry, specific knowledge about restaurant management and wines. Although both shared certain skills, their paths were slightly different. Kosta Vukota enrolled in more FB industry-oriented education programs such as ACMT college in Dubrovnik with emphasis on broader hospitality knowledge. His career advanced upon graduation when he applied and got the job in Hayat hotels in America where his deeper understanding of wines started. As quoted „wine followed me wherever I went" describes his connection with wines. Kosta Vukota worked as GM in the fine dining restaurant Nautika for 7 years. He is currently restaurant manager and part-owner of famous fish restaurant "Proto" which has Michelin Guide and established a strong reputation over the years.

Siniša Lasan started his journey with hospitality and wines as a teenager by enrolling in hospitality high school as a waiter. Education programs, later on, were specifically focused on wines. To be more precise, Siniša acquired and graduated from the most well-known wine education programs in the world such as WSET Level 3, two ASI diplomas, Croatia Sommelier Club Level 3 and he is pursuing a degree of Court of Master Sommelier Advanced. He is the current Croatian sommelier champion with 3 titles and has established his name as one of the pioneers in a newly emerging job position in Croatian restaurants – sommelier. His previous workplace was already mentioned restaurant Proto and currently works as a FB manager in Rixos Premium Dubrovnik.

Wine education challenges in Dubrovnik restaurants

Staff education on wines is a very challenging part of training in Dubrovnik restaurant. Interviewees identified two main reasons – staff attitude and flexibility of wine education. As guests advanced in wine knowledge, Dubrovnik's waiters sensed the urge to learn more about wines and compete with knowledge. However, when education programs are performed, there is a high degree of resistance to learning new information.

"People are afraid of knowledge."

Since it is hard to get their collaboration and interest, training results are often poor. There is almost no implementation of learned knowledge in work practice. Staff often perceives wine education as unnecessary due to the belief their wine knowledge is profound enough.

"People have quite a bit of resistance to people in the position of a teacher with a well-known attitude: 'what will he tell me, I'm better than him.' That is certainly the biggest challenge to overcome."

There was no outlook on education as an opportunity to upgrade and learn new knowledge, to perceive the learning process as a valuable self- investment. Secondly, interviews identified the high importance of wine education flexibility. Due to high work pressure and intensity, education preferably could be conducted in off-seasons months. In the offseason, staff showed the highest interest and focus and results were much more positive than during the season months. Furthermore, there is an important note that each restaurant should recognize the team's needs and requirements. In other words, education has to be customized to fulfill staff's needs and goals of education.

"Implementation of wine training has to be structured, precise and straightforward with a friendly connotation."

Communication with staff and training adjustments showed to be more productive and efficient as opposed to forced, unorganized, or unadjusted training. Once you awake audience interest, there is a significantly higher margin for success in a wine education program.

Most favorable wine education practices in Dubrovnik restaurants

Data collection confirmed a belief that wine education is an important part of staff training. However, certain methods illustrated the most effective ways to accomplish the desired result of wine training. Firstly, it is essential to establish trust, focus, and respect from staff members. If education is not perceived as a serious opportunity to learn, the outcome will be disappointing. Interviewees identified extensive communication and adjustment to the staff's needs as the most important preliminary requirements to wine education.

"Educator, as a leader in training process has to possess certain communication skills to engage staff and convey extensive knowledge to impress them. "

Once the staff feels comfortable and included in the learning process, there is less resistance to new knowledge. Choosing an educator is crucial to have a positive outcome of wine education. Relying on free education from distributors or unprofessional, subjective individuals produced more damage than benefit to the staff's knowledge.

"Education should combine both theoretical and practical learning objectives with potential adjustment to staff capacity."

Strong emphasis was on communication skills where a model of bilingual training practices was suggested as more favorable as opposed to mother tongue education. Post the education, bilingual learning materials should be shared with staff members. Desired wine training outcome is to prepare staff to present and transmit their knowledge to guests in a foreign

language. Once again, regardless of the restaurant, engagement and fun scored as a highly desired training feature.

Results also showed that education outside restaurants is more preferable and delivers better learning results. Ideally, wine education is conducted in wineries, where staff has high engagement and recognizes the story, and understands the processes behind the wine. Lastly, due to the strong connection between Dubrovnik restaurant and local wines, educators should touch upon international wines to explain similarities and differences among wines. There was a strong incentive and urge to educate staff on how to offer local wine alternatives to international wine variety as a part of wine education.

Wine consumer overview in Dubrovnik restaurants

Data showed no difference in approach towards the guest regardless of any demographic factors such as race, ethnicity, gender, marital status, income, education, or employment, etc. However, data showed higher differences based on age, where older guest (45+) is perceived as a more educated and willing to spent oppose to younger generations.

As described, older generations are more experienced in wines and almost always know what they want. On the other hand, younger guests are more skillful in information search but frequently more likely to be impressed and guided to purchase something new. Interviewees emphasized the importance of wine knowledge and the ability to impress guests and "control the table".

Staff's fundamental wine knowledge on foreign wines showed to be a strong sales toll to close the deal. Interestingly enough, data showed significant importance on price determination since *"guests is highly aware of wine prices and information is few clicks away"*.

Mid-range price(cca 280-390kn) turned out to be the most popular option among guests and their comfort zone. Data identified a strong belief in adaptation and a personalized approach to each guest when suggesting or presenting wine.

"Guests are unique individuals who seek individual attention and service. Wine is, therefore, a very delicate part of the overall experience".

'Each guest should be treated equally which does not mean that each guest will be 'handeled''/served equally.'

Wine purchase risks in Dubrovnik restaurants

Data identified two main risks of purchasing wines in Dubrovnik restaurants: old vintages or wrong wine storage and new unfamiliar wine varieties. Due to the ubiquitous issue of storage space in Dubrovnik's restaurants, there is less incentive to renew vintages each year. Once the wine is purchased, there is no room for new vintages unless the wine is sold.

"Also, many restaurants due to reduced sales transfer certain wines from year to year without caring about the harvest and there is a problem that the guest drinks the wine that has passed the best period to drink."

On annual basis, there are many wine leftovers and due to lack of space and high costs, restaurants often decide to sell older vintages. Guest experience can significantly fall if purchased wine did not have the potential to age.

Equivalently, most local wines are best when consumed between 1 to 4 years while restaurants due to lack of space, knowledge, and unwillingness to invest, sell older vintages with interrogative quality. The risk of consuming wine is also present if a wine hasn't been stored properly such a high sun exposure, inadequate room storage temperature, or wine placement.

interviews emphasized the importance of rightful storage practices to reduce the risk of serving faulty wine.

Secondly, data showed that guests are mostly unaware and uneducated about local wines and varieties. Furthermore, due to lack of information guests are uncomfortable paying a higher amount of money for unknown wine.

"... Sometimes the zone of discomfort is the price of an unknown wine, a trip to something new such as orange wine. Ignorance of something new."

Therefore, participants recognized the urgent need to enhance strong communication skills among staff and nurture wine knowledge about international varieties to efficiently understand guest's needs. According to data, reducing the risk with strong communication skills and knowledge showed to be the most desired way to challenge this issue.

Perception and expectations of sommelier in Dubrovnik restaurants

Results showed the significant importance of a sommelier to establish a strong wine story in a restaurant.

'Employing sommelier in Croatia is more of a statistical mistake than a common practice. Although sommelier is more than wine, it is food and beverage master with top-notch service.'

Some of the benefits of hiring a sommelier were stable wine offer and distribution, better and more frequent staff training, and significant supportive figure in a restaurant. Even though hiring a sommelier showed to slightly more expensive than hiring a waiter (20%), the sommelier is more of a statistical mistake than a common practice.

Sommelier's effectiveness was revealed to be more visible and impactful in a fine dining restaurant with a lower table turnover where sommelier added value can be noted.

'Mathematics is incomprehensible' and there is an urge to have a stable wine consumption channel. It is essential to develop a program of financial accountability to justify hiring sommelier'.

Due to the high intensity and dynamics of work with strong financial requirements pressure significantly reduces the importance/necessity of hiring a sommelier. Sommelier is not a necessary figure for all restaurants while an ambitious individual can be a team leader in the field of wines. Hence, many restaurants expressed little desire for a sommelier. One of the most important sommelier attributes is strong theoretical and practical knowledge, continuous learning, independence of wine selection, and supportiveness for a wine recommendation. Sommelier turned out to be a profitable option and almost certainly "always brings money and added value". The trend of not hiring a sommelier is expected to be even more visible during a future time of crisis recovery from COVID 19.

Opportunities to improve wine sales in Dubrovnik restaurants

Data identified communication and selling skills with a strong backbone of wine knowledge as a powerful tool to improve wine sales. Again, a big emphasis is put on an educator who follows wine trends and provides staff with the newest information about customer preferences. Equally important is the restaurant owner/manager attitude towards wine education and willingness to invest in staff and wine offer.

As stated "If there is no sufficient financial and psychological support from management to invest in educational programs most likely they are not going to happen."

The research noted that front-line staff often lacks knowledge, communication skills, or attitude to engage the guest in wine selection which can be significantly changed with proper training. Furthermore, competition observation can serve as an effective learning method. Interviewees

expressed gaining valuable experience by visiting competitors but also restaurants around the world. Being actively engaged in the FB industry certainly follows advancement in wine knowledge as well.

‘‘To go anywhere you can look for some new, innovative things or notice mistakes and avoid them in your business.’

Data suggested building a stronger bond between restaurants and wineries during off-season months. More frequent visits, exploration of wines, and more professional wine list creation, and in general more dedication and investment in wines. These actions are required to come from owners or restaurant managers as a starting point of change in each restaurant. Nevertheless additional challenge in front of wineries who must be able to provide a professionally designed educational program about their wines with a strong engagement of participants (restaurants’ staff).

’’Wineries should have extremely professional and educated people for promotional purposes to present the quality of their products. Not in the way to comprise wine on a wine list based on acquaintances or discounts, but selling exclusively with an emphasis on quality and knowledge.’’

Discussion

The purpose of this study was to gain a better understanding of the relationship between wine education and its impact on restaurant revenue. From data collected, using interviews as the main instrument, it has been confirmed that wine education would have a positive impact on wine sales and consequently revenue. These results represent the first direct demonstration of the connection between wine education and revenue in Dubrovnik's restaurants.

Participants described the reality of Dubrovnik's restaurants in terms of wine education and all data collected derived from the personal experience of participants. Therefore, data collected could be used to tailor specific training methods to upgrade wine education training and consequently improve revenue in Dubrovnik's restaurant.

Based on a blend of data collection from literature and research (interview), four factors showed to be most important to accomplish a positive correlation between wine education and additional revenue/sales. These potential methods could serve as a guideline to the successful implication of wine training practices in order to maximize educational outcomes.

1.. Partnerships

Partnerships with wineries and winemakers could be one of the most effective ways to learn about wines. In a more casual environment, outside of a restaurant, the staff is more comfortable to relax and engage in the learning process. Winery tours with colleagues in a friendly atmosphere where staff perceives occasion as fun rather than educational. It has been noted that these types of training practices build up team spirit, enrich cohesion among staff and build up long-term trust with the restaurant manager/owner. There is a significantly higher chance of effective learning if staff is ready to engage and participate in wine education which can be achieved on wine tours.

However, wineries must have well-trained educators/sommeliers able to convert messages in a meaningful and simple manner adjusted to the average person's knowledge of wines. Threat lays in too extensive or poor customized training practices that often have disappointing results.

A similar alternative could be hiring an unbiased third-party educator. The wise choice of an educator is the most important decision in the whole wine training process since the educator is responsible for a great portion of the training outcome. The person delivering the message

must be able to customize learning activities to staff requirements, adjust the pace and intensity of training, keep employees engaged and make it fun. The challenging part is simultaneously accurate and precise on all mentioned requirements but also higher costs of professional outside consulting might be expensive practice for many restaurants.

Lastly, there is a possibility of contacting or contracting with wine educational institutions. More specifically, restaurants can become minor sponsors of certain institutions in exchange for wine education directed towards the entire staff/team. This alternative is extremely attractive as long term solution and secures professionally designed training practices. However, this is a relatively costly option and unaffordable for many restaurants therefore alternative could be found in sponsoring local wineries and acquire specific knowledge on those wines.

2. Team Support

Wine education requires calculated investments in training programs which can be tangible in form of additional revenue. As found out in research there is an urge for low staff turnover. Wine education must be tailored to the staff's needs, requirements but also awake curiosity and interest to learn more. There is a strong interdependence connection between accurate training methods and education program success. Restaurant owners/managers must carefully communicate the team's expectations from education and find the most suitable wine training practices. Staff needs incentives to learn, either through job position advancement, financial support, or commission on additional sales. All of that leads to a stronger relationship with mutual trust and happiness. Restaurant reduces costs of education of new staff and staff gets security and protection. Wine education is a beneficial activity both for employers and employees. Employers equip staff with strong selling toll which will boost revenue and employees get an opportunity to learn new valuable skills desired in a competitive job market. Wine education should be perceived as an investment.

3. Flexibility

The flexibility of wine education showed to be a major challenge to overcome. Due to lack of dedication, flexibility, and staffs' negative attitude to the wine training process, there are rarely favorable outcomes in Dubrovnik restaurants. As mentioned before, there is a strong incentive and urge to uniquely tailor wine training practices to each team and promote education in a way most suitable and comfortable to a team. The schedule of educational sessions must be precisely communicated and set at a convenient time. One of the suggestions may be to actively learn in off-season or shoulder season months when staff is more focused and relaxed in comparison with high season. Due to the seasonality of the restaurant industry in Dubrovnik, there are many opportunities to conduct training in the offseason as a part of team building. By doing, restaurants manager may merge pleasure with business while fortifying friendly relationship with staff. One of the disadvantages or threats to this approach might be an unstructured and undefined training program which possibly even results in the cancellation of whole education due to various obligations from staff or restaurant management.

Furthermore, flexibility is also a crucial factor in wine sales when new trends or customers' preferences emerge. Restaurants' resilience and quick adaptation to new wine market requirements significantly affect wine sales results. Continuous wine education enables a restaurant to keep pace with the dynamic innovative beverage market but moreover helps to predict new trends and make steps forward from competitors. One of the solutions is quick wine offer change as well as new innovative selling techniques such as wine pairing, wine by glass options, or happy hour. These methods not only reduce wine purchase risk but can also serve as an effective revenue booster.

Nevertheless, there are certain advantages to these selling practices such as the threat of unsold wine, cannibalization of other beverages, f.e. cocktails, and uneven sales of wines available to sell.

4. Communication

Wine education is a set of theoretical and practical wine knowledge combined with social and selling skills. However, it is valid to say that communication is an indispensable part of each of these categories within wine education. Both verbal and non-verbal communication is a crucial part of conducting sales and meeting customer needs or expectations.

Firstly, wine education training procedures should be conducted bilingually in some way. A possibility is to conduct the whole education in English or give translated learning materials after the lecture. Staff must be able to compete with guests with basic wine terminology and put more emphasis on the theoretical part such as international grape varieties. One of the desired results from knowing international grapes is to develop an ability to find corresponding Croatian wine alternatives and match customer needs. If staff is unable to communicate knowledge because of a language barrier, results on revenue might be disappointing. Therefore, an educator must be extremely fluent in English and familiar with English wine terminology to present it most professionally. Since restaurant staff in Dubrovnik sometimes have decent English knowledge, there is an urge to fill out the gaps of wording for specific terms or descriptions. Unquestionably, bilingual education represents a major challenge to restaurant managers/owners to support staff in acquiring new wine knowledge even in foreign languages.

Additionally followed up with a bilingual approach to training practices, restaurants should put more effort into learning favorable non-verbal behaviors. Experts believe that around 72 up to 93% of communication is non-verbal. Eye contact, facial expression, gestures, body movement and posture, listening skills, and other behaviors are controllable factors that often have an

impact on a customer's decision whether to purchase or not. Most of these behaviors can be controlled and easily trained to achieve better results in terms of customer satisfaction and sales, including wine.

7.1 Limitations

This study is subject to limitations due to the small sample and wide specter of topics included in the methodology examination. Since there are only two interviews, the general conclusion on Dubrovnik restaurant's is not valid. Furthermore, these individuals were professionals in the upscale restaurants segment in Dubrovnik and are more conscious of wine education and its impact on hospitality and the FB industry. There is an assumption that results would vary depending on the interviewees' profile.

Additionally, interviews as an instrument can stimulate higher engagement of participants to leave a good impression regardless of reality. Professionals who were part of this research may found "reputation pressure" to speak professionally about wine education and even minimizing/avoiding errors and problems present among Dubrovnik restaurants. Intentionally, interviewees haven't been exposed to literature materials before the interview. Naturally, there is a degree of answer irrelevance since participants were not pressured to talk about the specifically directed matter, on contrary all answers were open-ended. Therefore there is a reasonable assumption that comparison is not accurate enough.

Finally, The efficacy of interviews depends on thorough training and skill of interviewers as also on rigorous supervision over them. Hence, the data recorded may be inaccurate and incomplete. Therefore lack of interviewer's experience in this sturdy may harm the accuracy of conclusions made under the discussion section.

Since this is a groundstone on examination of wine education in Dubrovnik and similar studies have not to be conducted yet, there is a wide variety of specific questions to research in the

future. Some possible research questions could be what are different methods of wine education, what is the reality of wine education in Dubrovnik based on restaurant categories, how to customize wine training to a specific restaurant, what practices are most frequently and most rarely used, etc. Based on this fundamental study, there is a great potential to investigate topics of wine education by dividing them into small fractional wholes.

Despite these limitations, the present study has enhanced our understanding of the relationship between wine sales and education. We hope that the current research will stimulate further investigation of this important area of restaurant offer/sales.

7.2 CONCLUSION

Although the generality of the current results must be established by future research, the present study has provided clear support for certain ideas on how wine education benefits as a revenue booster to Dubrovnik restaurants. Besides that, the study examined and showed specific methods which can significantly upgrade wine training practices and deliver enjoyable, tailored, and productive education for staff. Hopefully, these findings can help restaurateurs and food and beverage specialists in Dubrovnik to capitalize on meaningful wine demand among foreign guests. Notable findings include partnerships, team support, flexibility, and communication as an essential factor to achieve favorable wine sales and consequently revenue rise.

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