

# Teaching Wine Management (Wine Management Study in Higher Education in The Netherlands)

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## 1. Introduction

Wine management is part of the curriculum of programmes in hotel - or hospitality management in higher education. There appeared to be no research based approach to the focus, contents and structure of wine management in its educational setting. The personal ideas and experience of the educator seemed to be the most important influence on the design. This research tried to find a basis for wine management by studying the literature and analysing in-depth interviews with 24 professionals employed as Food and Beverage Managers. As a research question was defined: 'what would be the most appropriate focus, content and educational methods for delivering a course on wine management within an undergraduate programme on hotel management in The Netherlands'. As more closely specified sub-questions the following could be defined:

- which main areas of focus within wine management can be distinguished,
- what degree of importance do practitioners within the hotel industry attribute to the different elements of knowledge within wine management,
- what is the economical importance of wine especially when looking at the hotel- and restaurant industry,
- which methods of education in wine management are currently used and to what extent should this situation change.

As objectives for the research the following were defined:

1. to describe the general perception of- and attitude towards the subject 'wine management' among practitioners in the hospitality industry that in their daily practice deal with elements of wine management,
2. to define which particular areas of knowledge and skills in the educational process in wine management within an undergraduate programme should be implemented,

3. to list some of the preferable methods of delivering such a programme in wine management in terms of effectiveness and efficiency.

About the employment found after graduation it could be stated that almost one-third of the alumni of programmes in hotel management in The Netherlands might have in some way or another use of a particular level of knowledge related to wine management. This appeared to be a reason to consider the founding of a professional oriented part of the curriculum in higher education concerning wine management.

## 2. Methodology

A literature study was done to see if there could be found some core areas of focus around wine. The field study of a qualitative design was aimed at interviewing 24 F&B Managers as the highest directly responsible professionals for wine management. The managers were asked about a number of issues concerning wine. There appeared to be one major association in The Netherlands in which F&B Managers are organised. The Association for Food & Beverage Management has about 60 members who are all employed by 3, 4 and 5 star hotels. The major concentration of these hotels is in the western part of The Netherlands where major hotel business is concentrated around the city of Amsterdam. The first group of F&B Managers (8) was interviewed throughout a weekend excursion where they came together for some working visits to suppliers of their businesses. Due to the time intensive method of interviewing some of the members of the AF&BM that had participated could not be interviewed at the scene. As well as some members that had cancelled shortly before the weekend they were approached during another two days of fieldwork (8). Throughout the first 16 interviews snowballing was employed to select the remaining F&B Managers for the sample (8).

## 3. Results

From the literature research it became clear that there appeared to be three areas of focus concerning wine: culture, economics and health.

*Culture and wine* and their relation since ancient times when the Greeks and Romans spread wine growing and drinking around the world (Brusse, 1989; Faber and Lems, 1995; Buitelaar and Van Gelder, 1995). The French and English promoted wine and food combination starting in the 18th century (Garrier, 1998; Mennell, 1987). In contemporary culture taste in general and food/wine combination is gaining more and more interest among consumers (Telfer, 1996; Tourism and Hospitality: FTP, 1998; Media Partners, 1999; Cramwinckel, 1999; Gall & Gall, 1999; Euro-Toques, 1996; Stuuroop, 1999).

*Economics and wine* is perhaps the most significant combination for the hotel- and restaurant industry (World Drink Trends, 1996). Wine as a product on offer sometimes constitutes up to some 20% of revenues in 4 and 5 star properties (KHN, 1999). Profits on wines in these hotels can be as high as 70% of net revenues in wines (Holtzappel, 1992).

*Wine and health* have a relationship where it has been found that moderate consumption lowers the chance of heart diseases. On the other hand, abuse of alcohol is devastating to human health. The number of research findings that point in the direction of a correlation between a regular daily (but moderate) consumption of red wine and a lower chance of heart disease is overwhelming. Jones (1996), Montignac (1996), Montagné (1938), Gehrels (1995) and Stuttaford (1997) found alcohol (when moderately consumed) and flavonoids to be indicators of the positive influence that wine has on human health.

In the model of 'wine and its relations' that was developed from the literature study, wine and its determinants and relations were visualised. The different elements which fall within wine management came from the literature study (Borchgrevink and Susskind, 1998; Schuster, 1989; Gehrels, 1995; Fattorini, 1997).

#### 4. Results and analysis

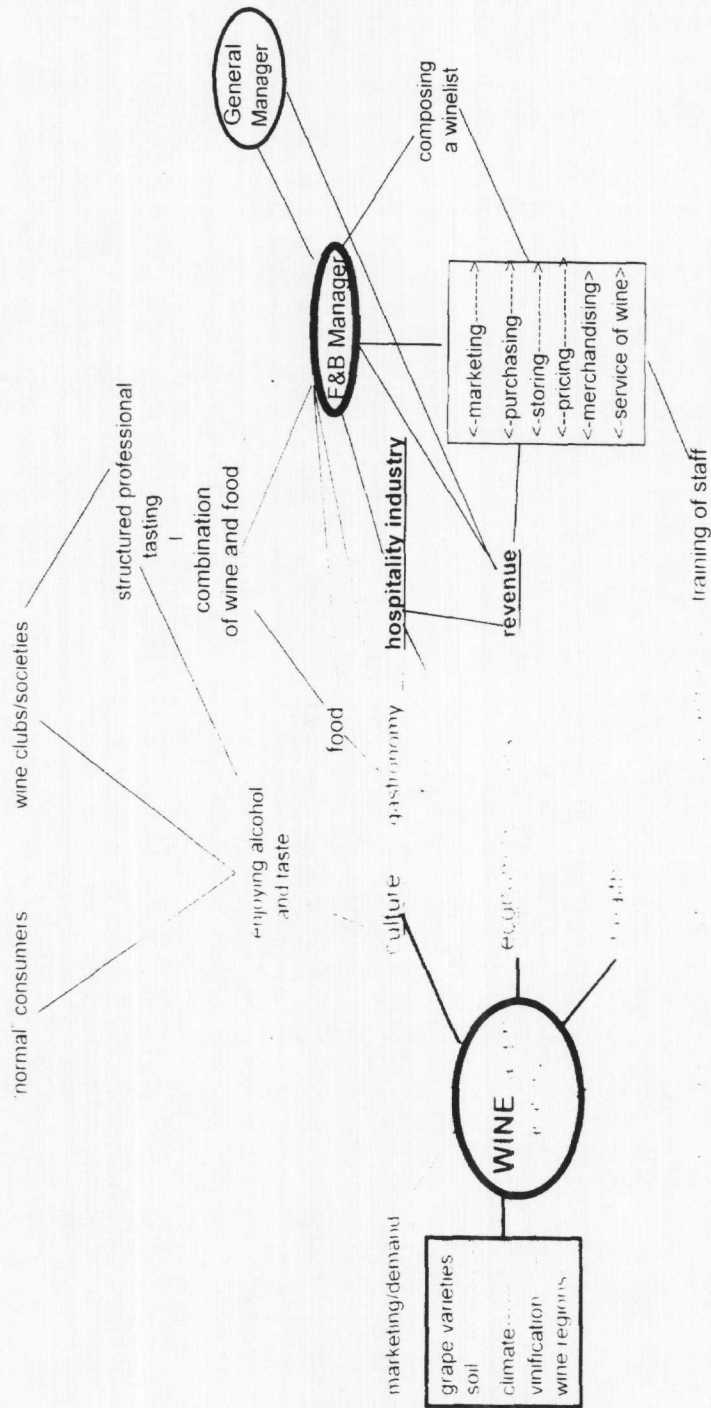
From the 24 respondents five star hotels employed 14 while the other 10 worked in four star hotels. The position of the respondents could not in all cases precisely be classified as F&B Manager. In some of the hotels it was either an operations manager, catering manager, director of F&B Operations, assistant general manager, assistant manager, restaurant and conference manager or director that had the highest direct formal responsibility for F&B operations including wine management. Fourteen of the hotels were located in either Amsterdam or close to the nearby-situated airport Schiphol. The other nine hotels were located in different cities. One of the respondents came from a five star Inter-Continental hotel in Luxembourg City.

Most of the properties, especially in Amsterdam/Schiphol are known to attract a particularly international range of customers, which may have an interest in wines. Some of the international prominent hotel chains were involved in the sample. Hotel chains like Holiday Inn, Sheraton, Golden Tulip - Krasnapolsky, Radison SAS, Inter-Continental, Bilderberg (part of Queens Moat House), Le Meridien (part of Granada), Steigenberger Hotels, Novotel (part of Accor) and Okura and even Carlton Hotels are represented in several countries.

#### *Turnover total and wines and productivity*

It seems to be interesting as a preliminary point of analysis to look at revenue figures and productivity per member of staff (whereby the particular hotels

Conceptual model of Wine and Wine Management



Mapstone

are coded for reasons of confidentiality). This piece of information provides an indication as to what size of hotel operation the respondents were referring. The part of revenues that is realised by wine sales (Wines) is very relevant in the study as well as the relevant part it represents of total revenue (WT%) and of revenues within F&B (WFB). These data give the most tangible indication of the importance the product wine has within the total offer of the hotel. If wine has a relatively higher portion of total (F&B) revenues it seems logical that wine management and all the elements related to it are relatively more important for the particular hotel.

#### *Business mix of hotels in the research*

All hotels were dominantly business hotels with at least more than half their customers coming from the business segment. The 80-20, 75-25 and 60-40 splits were represented the most among the respondents with respectively 5, 4, and 4 responses.

#### *Education of F&B Managers*

Information about the education of managers responsible for wine management within the hotels was gathered to get an indication of the percentage of them coming from undergraduate programmes. Since the aim of the research is to see what contents etc. is necessary for these programmes it is also interesting where the currently employed F&B Managers come from.

The main range of level of education was between associate degree level and undergraduate level. Of the respondents 17 (if the university graduate is counted) out of 24 were within this range. It seems however to be interesting to note that the other seven respondents had NVQ+ level (in The Netherlands: SVH-opleidingen) or less. Food and Beverage Management still seems to be one of the rare areas of management within the hospitality industry that is operated by professionals that come the 'vocational route' instead of the degree programmes. This is however no guarantee for the future as financial management, marketing and human resources management appear to become more and more important.

#### *General perception towards wine (in the hotel of employment)*

As perhaps might be expected, the main focus towards wine is it being an important source of revenue. The second important perception of wine follows rather logically in the sense that wine should be easy selling which automatically puts house wines in the spotlight. Wine as a necessary product that matches the total offer is recognised. It is interesting to see that the 'international character' of wines and its implications for the range of wines on offer is being identified by eight of the 24 respondents.

**Table 1. Figures of revenue: total, F&B (abs.,rel.), wines and staff total/F&B**

Rs	Rev. total	Rev. F&B	S.T.	SFB	Prod/sm	PrSmFB	Wines	WT%	WFB	
1	40000000	10000000	249	150	160643	66667	1225000	3%	12%	HS
2	24000000	7000000	145	50	165517	140000	1300000	5%	19%	PA
4	13000000	7000000	108	45	12070	155556	700000	5%	10%	GTZ
5	5000000	3500000	32	27	156250	129630	980000	20%	28%	HB
6	32000000	12800000	180	90	177778	142222	3225600	10%	25%	ICL
7	40000000	20000000	230	130	173913	153846	4560000	11%	23%	SBK
8	40000000	11000000	220	70	181818	157143	247500	1%	2%	NA
9	8000000	2400000	50	20	160000	120000	288000	4%	12%	CSH
10	38000000	16000000	191	105	198953	152381	3600000	9%	23%	AH
11	20000000	7000000	120	53	166667	132075	850000	4%	12%	MAA
12	63000000	30000000	314	182	200637	164835	1687500	3%	6%	OA
13	50000000	13000000	216	60	231481	216667	690000	1%	5%	SS
14	16000000	6400000	75	40	213333	160000	560000	4%	9%	HIL
15	22000000	4500000	130	45	169231	100000	180000	1%	4%	GTC
16	15000000	8520000	70	45	214286	189333	877560	6%	10%	GHG
17	15000000	6000000	65	25	230769	240000	135000	1%	2%	CPM
18	30000000	6200000	120	50	25833	124000	270000	1%	4%	HICPA
19	35000000	8750000	173	70	202312	125000	2161250	6%	25%	GTBP
20	15000000	5000000	54	23	277778	217391	800000	5%	16%	GHA
21	30000000	6000000	123	43	243902	139535	182500	1%	3%	RSA
22	15000000	6000000	80	33	187500	181818	850000	6%	14%	CBS
23	45000000	10000000	170	70	264706	142857	1200000	3%	12%	GTS
24	17000000	5100000	120	53	141667	96226	396000	2%	8%	HICPS

Table 2. Segmentation in type of education of respondents

	Type of Education	Nr. of resp.	Specification
1.	Bachelors+	0	
2.	Bachelors	6	1x after Ass.Degr.
3.	Associate+	4	with extra courses
4.	Associate	6	
5.	NVQ+	2	with extra courses
6.	NVQ	2	
7.	Other	4	1xUniversity in Turk.
			1xtechn.education
			1x1 year Ass.Degr.
			1xGerm.appr.syst.

General perception towards wine (in the hotel of employment)

Rank	Statements in order of importance	
1.	(Important) source of revenue.	2,4,5,6,7,11,12,15,17,20,23,24
2.	Wines should not be too exquisite and therefore easy-selling: house wines in particular.	3,5,7,9,11,13,14,15,18,21,22,24
3.	Necessary product which has to be part of total offer of hotel.	1,3,8,12,17,19,20,21,23
4.	International range of wines.	4,7,10,13,16,17,19,23
5.	For businessmen a part of the process of impressing: famous well-known wines.	1,9,3,16,17,19
6.	Product that complements a high quality meal.	2,10,16,19,20
7.	Relation price-quality is very important. Range of wines should be well balanced.	5,10,13,23
8.	Wines are often too expensive.	22

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<i>Is wine perceived as a distinctive product within the total offer</i>	
Yes (13x)	No (11)
Respondents: 1,2,3,4,6,9,10,12,16,17,19,20,23	Respondents: 5,7,8,11,13,14,15,18,21,22,24
Remarks:	Remarks:
<p>It is absolutely a USP: a range of exceptional high quality that was used in the true sense (2, 10, 19).                      The clue is to have a range of wines that are easy sellable in a particular price range (3).                      Distinctive as a profit maker, not the details of the product itself (4, 6).                      Specifically the house wines (9).                      Profit maker and appreciation (12, 20).                      High quality wines (16).                      Aim is to improve quality of range of wines and to add an absolute top wine each month (17).                      Range of wines that are well tuned to customer's (23).</p>	<p>There is no real target group for it (7, 15).                      Because of high sales in house wines and little knowledge/interest with staff and customers (11, 18, 22).                      It is just business (13, 24).                      Customers come to dine not to drink wines (14).</p>

<i>Is there a perception of a relationship between wine and culture</i>	
Yes (23x), respondents: all except nr.14	No (1x), respondents: 14
Remarks	Remarks:
<p>It is in a starting stage in The Netherlands, in the countries around TN is real cultural element (1, 8, 19).                      40% of customers enjoy, 60% uses wine while doing business (1).                      Cultural awareness is rooted in upbringing, so are wine and food as cultural elements (2,9,11,13,15,20,22,23).                      It is a socially phenomenon and therefore culturally rooted: cosiness and a good glass of wine + food + ambiance go together (3,11,12,13,15,20,23).                      Abuse of alcohol is also socially and culturally rooted (3).                      Wine, quality and spending are related (4, 12).                      Wine is culturally appreciated by higher income classes (5,16,17,20,22).                      Wine is an international product and therefore has a link with culture (6, 24).                      Wine is trendy and therefore culturally oriented (6).                      Wine and particular occasions go together: wine and dine (7).                      Wine is sometimes used to show cultural awareness, to impress (1, 10, 12).                      Wine has to do with emotions (13, 15).</p>	<p>Not in this particular hotel but personally yes: enjoying nice wine together with nice food.</p>



Perhaps a somewhat disappointing finding of this research looking from the perspective of the wine lover might be that just over half (13 out of 24) of the respondents perceiving wine as a distinctive product within the total offer. Apart from this quantitative fact the motives for finding wine to be a distinctive product are fairly clear: 'it is a USP', 'it is a profit maker' and 'appreciation is recognised'.

It might be considered hopeful for wine as a product and wine management in the educational context that there is the almost unanimous recognition of the relationship between wine and culture. Especially the presumed link between culture and wine in terms of upbringing, as well as wine and food combination and the social beneficial effects of wine in terms of ambience were identified very clearly by the respondents.

<i>Is wine perceived to influence human health?</i>	
Yes (17x), respondents: 1,2,3,5,6,8,9,10,11,12,13,15,16,21,22,23,24	No (7x), respondents: 4,7,14,17,18,19,20
Remarks	Remarks
One or two glasses of (red) wine seem to be healthy, good for the heart (1,5,6,8,11,12,13,16,22,23). White wine helps to get slim (22). Too much is certainly not good for a person (1,2,3,9,11,16). Enjoying wine and relaxing is healthy (2,3,9,12,23,24). A good conversation with a glass of wine and thus destressing is healthy (5,10,15,24). It is an excuse for drinking wine (6). Alcohol appears to be healthy if moderately consumed (8). People tend to believe wine is beneficial for health (21).	There is still discussion about this subject; some are in favour, others against (14, 18). Too much is certainly not good for a person (17). Sceptical about the statement: two glasses per day being healthy (18,19,20).

More than two-thirds of the respondents identified some form of relation between wine and health. 'Good for the heart', 'wine as a means for destressing and its healthy effect' indicated in the direction of 'wine and health'. 'Too much (of anything) is not good' is quite obviously being recognised by six of the respondents.

As major developments concerning wine throughout the past five years and the changing interest of customers the following statements were dominant:

- the dramatic shift from purely French wines on offer towards an absolutely international range of wines which customers demand,

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*Developments observed throughout the last five years concerning wine and customers changing interest towards wine*

<b>Developments</b>	<b>Respondents</b>
The range of wines coming from outside France has grown dramatically and receives a lot more interest from customers.	2,5,6,7,9,10,12,13,15,16,17,18,20,22,23,24
Customers have become much more knowledgeable and aware of different wines.	1,2,3,4,7,8,11,12,15,16,17,18,20,24
Customers ask more and more difficult questions.	1,11,12,15,16,17,20
Customers become more aware of price/quality relation.	2,3,4,5,7,11,13,20
Albert Heijn in particular (and some other retailers) has made customers in The Netherlands aware of enjoying wine.	2,7,10,11,15,20,22,23
Wines are sooner drinkable and consumed earlier.	2,24
More wine is consumed.	1,9,10,16,24
More demand for half bottles.	9
More demand for wine by the glass.	6,9
Customers show more interest for wine and food combinations.	8,11,16,17,18,22
Customers order the cheapest but one from the list.	8
Some interest for biodynamic produced wines.	10
More interest for red wines.	18
More interest for white wines.	15
The lighter styles of wine are more and more preferred above the heavier style of wines.	10
Particular target groups in the restaurant ask for very expensive wines.	19, 21
Average spending on wine is going up.	19
Customers are less willing to pay exorbitant prices.	10, 12
Wine is more and more approached in a down-to-earth, businesslike style.	13
Leisure guests are not very interested in wines.	14

*Developments observed throughout the last five years concerning wine and customers changing interest towards wine (continued)*

Developments	Respondents
Wine is part of a life-style like travelling and luxury holidays.	16
Customers are open to good suggestions.	15
Wines from the countries outside France have a better quality - price ratio.	5,

- the fact that knowledge among customers has grown is rather obvious and most certainly has its implications for F&B staff (and therefore as well for management),
- the important role of retailers, especially Albert Heijn in developing the nation's taste as was assumed after the literature study,
- the growing awareness of food and wine combinations which in itself might have interesting opportunities to increase revenues.

*Mark up percentage on wines: different price levels and different outlets*

The respondents in this research were not all as clear as was expected in answering this question. For the sake of drawing conclusions the results concerning this question are summarised. All of the respondents mentioned a particular overall beverage cost percentage (BCP) which was targeted for their department. This overall BCP fluctuated between 16 and 22%. The specific BCP for wines tend to fluctuate even more within a particular hotel: 10-50%. This has to do with the fact that the profit on the cheaper wines, i.e. the house wines is very high (BCP sometimes getting as low as 14%) while the more expensive wines, i.e. the French Bordeaux and Burgundy have a far higher BCP of sometimes 50%. If the expensive wines would not be sold at a lower relatively profit margin they would be unsaleable. Quite a few of the respondents used the method of calculating their prices in which the cost price was multiplied by a factor between three and six. Sometimes VAT was added to this calculated selling price. One of the respondents indicated to use a wine engineering system comparable to menu engineering which analyses the wine sales in terms of volume, profitability and contribution margin. The technique is explored into much more detail in Morrison et al. (1998) and Kasanava (1982). After such an analysis actions were taken five times a year and prices were corrected. One of the respondents indicated to calculate wines in a different way. Instead of using a multiplying factor a margin in

guilders was added to the cost price. This margin fluctuated depending on the level of the cost price between 12,50 and 30,00 guilders.

The formula used for calculating BCP was:

$$(\text{Cost Price ex VAT} / \text{Selling Price ex VAT}) \times 100\%$$

Some concrete examples of calculations of house wines, which were in the lower cost prices, are shown below:

Respondents	Cost price exc. VAT	Selling price in the hotel	Beverage Cost Perct.
12.	6.10	48,00	19,9%
15.	6.00	37,00	19%
17.	5.00	37,50	15,7%
21.	5.81 (p/1)=4,36 (p/b)	37,50	13,7%

As explained above, mark up percentage does vary according to price level. More expensive wines are generally calculated at lower profit margins than the less expensive wines. From the hotels in the research programme 15 had no differences in mark up percentages between different outlets. The other eight hotels did have some differences between different outlets. Summarising about the differences it can be said:

- that some hotels have got a different price where it concerns wine by the glass
- secondly, some hotels offer a discount on their wines for banqueting, and
- some hotels charge a service charge on top of the prices for their wines in room service.

Additionally, it can be said that respondents remarked that in some of the hotels there used to be more differences in price level per outlet but that this situation had been changed. This implies that in most hotels nowadays, same wine prices are operated for all outlets. As a reason for changing was given the administrative extra work that is involved in different price levels and the fact that customers tend not to fully understand and appreciate different price levels.

### *Perception of general knowledge level considering the staff in F&B*

From the 24 respondents, 14 found their staff not having a sufficient level of knowledge concerning wine, three thought the level to be moderate (just enough; could be better), and seven found their staff to have a sufficient level of knowledge. As an extra remark seven respondents said that there was a difference in level of knowledge between the general staff working in F&B and the members with a special interest in wines, in most cases being an assistant manager, supervisor or sommelier sometimes also being involved in the handling of wines or the composing of the wine list.

<i>Activities to train staff</i>	
<b>Activities</b>	<b>Respondents</b>
Tasting of wines (new wine lists, special wines, regular range etc.)	1,2,3,4,5,6,7,8,9,10,11,12,13,15,16,18,19,20,23,24
Special seminars, training or presentations.	1,2,3,6,21,24
Involvement of supplier.	1,4,6,8,9,11,13,18,21,22,24
Involvement of manager or supervisor.	1,3,7,10,15,16,19,21
Handout for staff.	3,5,9
Descriptive handbook where wines and menus are explained.	4,13,22,23
At the moment almost nothing!	14,17

Tasting of wines with or without involvement of a supplier is the most employed way to train staff. It certainly makes clear that the professional F&B working environment applies tasting as a basic tool for acquiring knowledge. Perhaps education could follow this way of working more than is already done.

Most of the respondents were not too confident about the level of knowledge among graduates from the different educational programmes. There was however, no unanimous opinion about whether the schools would have to allocate more of their time (and resources) to wine management. Some clear statements that confirmed the findings of the first stage of the research were:

- not more time but other approach should be applied ( 'better time'),
- spend more time on practical knowledge,

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*Perceived knowledge level of graduates from undergraduate programmes - more time necessary*

Perceived knowledge level by respondents

Good: 6	Mediocre: 2,3,7,8,9,10,11,12,20	Insufficient: 1,4,5,19	No general level, it depends on the individual: 13,15,16,22,23,24	Not sure: 14,17,18,21
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More time should be allocated

Yes: 1,2,10,20,23,24	No: 5,6,8,12,14,18,22	Not sure: 4,13,17	Not more time but better time: 11	Only for the specialist F&B interested: 15,16,19,21
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Remarks:

- More time should be spent on wine *management* (1).
- They learn for management in general not for specific wine knowledge (specialist knowledge can be brought in from outside (5,6).
- There is a lot of difference in knowledge; some are interested other are not (8,15).
- More practical elements should be introduced into the programmes (9).
- Generally speaking the graduates are interested, knowledge will come after practical training at the working place (10). • There can never be too much time spent on learning about distinguishing quality (10).
- Basic knowledge is present (15).
- Learning about wine should be compulsory for every student (23).

- assign more time for the students that want to specialise in F&B Management,
- put more emphasis in education on the managerial side of wine management.

*Importance of subjects in wine management for F&B Managers*

This question, although being part of a qualitative research study, is treated as a small quantitative piece of research in its own right. Respondents were asked to score on a number of subjects, which together form 'wine management'. A scale was used that allowed the respondents to qualify the subjects as 'not important', 'neutral', 'important' or 'very important'.

When looking at the results, it is obvious that non of the subjects gets 'not important' (=1) as a mean score. The literature study had already suggested that all the subjects were part of wine management and therefore of some importance. Most important is considered to be 'combination of wine and food' with a mean score of 3,75 and SD 1,20. Furthermore, 'pricing of wine' (MS 3,67 and SD 1,54), 'marketing of wine' (MS 3,54 and SD 1,67),

*Perceived knowledge level of graduates associate degree level and more time necessary*

Perceived knowledge level by respondents

Good:	Mediocre: 2,3,8,9,11, 14,20,23	Insufficient: 4,5,19	No general level, it depends on the individual: 5,10,11,13,15,16, 17,22,23,24	Not sure: 18	Better than undergraduate level: 1,6,7,21,24
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More time should be allocated

Yes: 1,2,3,4,5, 7,11,18,2 0,21,22,2 3,24	No: 6,8,9,10,12,14,15,17,24	Not sure: 13,16	Only for the specialist F&B in- terested: 19
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Remarks:

- More time for wine management (4,9).
- Not the highest priority to add time but if possible it would be good (1).
- They do not learn enough about F&B Management (6,7).
- Practical knowledge is often missing (8,23).
- Spend more time on practical knowledge (12,18).
- Not more time should be spent, better use should be made of the available time; use other methods (15).
- Not more time should be spent, better use should be made of the available time; use other methods (15).
- There can never be too much time spend on learning about distinguishing quality (10).
- They will learn while working.

'gastronomy' (MS 3,54 and SD 1,67), 'training of staff' (MS 3,54 and SD 1,67) and 'sales/merchandising' (MS 3,46 and SD 1,77) are considered to be important subjects. Although treated with the necessary precaution considering the small sample size it might also be concluded that especially the low SD 1,20 in the case of 'combination of wine and food' suggests that the respondents were unambiguous about this subject and all of them thought it to be highly important.

Within the traditional educational setting of lecturing or tutoring it has always been a particularly difficult piece of work to confront students with the knowledge and especially the skills that relate to the combination of wine and food. Although different in approach, the other high scoring subjects are not the traditional 'taught subjects' when relating to wine management like 'wine regions', 'grape varieties' etc.

**Table 4. Importance of subjects in wine management**

Subject in wine man.	Not imp.	Neutral	Important	very Imp.	Mean	SD
	1	2	3	4		
a. wine regions	0	5	14	5	3,00	1,44
b. grape varieties	2	5	13	4	2,79	1,57
c. types of soil	0	10	6	0	1,92	2,01
d. types of climate	9	8	6	1	1,96	2,21
e. vinification	3	6	7	8	2,83	2,45
f. wine and food	0	1	4	19	3,75	1,20
g. gastronomy	0	1	9	14	3,54	1,67
h. tasting of wine	0	1	12	11	3,42	1,69
i. purchasing	1	3	7	13	3,33	2,06
j. marketing	0	1	9	14	3,54	1,67
k. pricing of wine	0	0	8	16	3,67	1,54
l. storing/wine cellar	1	2	10	11	3,29	1,84
m. sales/merchand.	0	2	9	13	3,46	1,77
n. training of staff	0	1	9	14	3,54	1,67
o. prevention of abuse	0	7	13	3	2,75	1,52
p. composing winelist	1	1	14	9	3,33	1,58
q. anatomy of wine	4	13	6	1	2,17	1,51



It might be concluded that the outcomes of this part of the research suggest a change in the emphasis from subjects that are currently taught in most educational programmes to the more managerial oriented subjects.

#### 4. Conclusions and Recommendations

From the interviews conclusions were drawn that appeared to confirm the findings about the focus and contents of wine management. Among other findings it is however clear that the respondents primarily focused on wine as a source of revenue for their hotels. Cultural awareness concerning wine seems to be growing and the relation between wine and health is present although not very dominant.

Finalising conclusions in answering the research question were:

*Focus:* building from the three main areas of relation (culture, economics and health) wine can put in the proper perspective.

*Content:* as most relevant subjects were considered the knowledge of combining wine and food, pricing of wine, gastronomy, marketing of wine and training of staff. The traditional subjects like wine regions, types of climates and other technical issues were found to be less important for the professional 'manager of wine'.

*Methods:* the F&B Manager as well as educators and a small sample of graduates indicated that real-life practical oriented methods should be employed in education. As examples of these practical methods were mentioned: tasting of wine (and food), practical cases and orientation on the real wine world like guest lectures by professional wine buyers, visits to wine importing companies and trips to wine producing regions.

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