

Environmental Entrepreneurship in the Ontario (Canada) Wine Industry

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Abstract The purpose of this study is to understand the intent to implement environmental practices as part of operational processes within the Ontario (Canada) wine industry, using the Theory of Planned Behaviour (TPB) and Personal Construct Theory (PCT) as the frameworks of analysis. A constructivist approach using multiple case study design was used to explore the determinants of intention with a particular emphasis on identifying the reasoning and sense-making of organizations that took an entrepreneurial stance towards environmental practices. Key personnel from twenty wineries were interviewed and a repertory grid employed as the data collection technique. A content analysis indicated that constructs related to profitability and affordability override more esoteric concepts such as stewardship of the land. The study proposes an updated model for intention applicable to implementation environmental practices. Further research is suggested to facilitate understanding the impact of knowledge and customer perceptions in the actual implementation of environmental practices.

Keywords Theory of Planned Behaviour, Repertory Grid, Personal Construct Theory, Environmental Practices.

climate of drastic fluctuation in temperature and precipitation. These environmental issues have triggered contrasting approaches. Some wineries have adopted groundbreaking operational practices, while others have chosen to retain existing processes or to delay new implementations. The overall purpose of the present research has been to understand the reasoning behind the two stances. The focus is on the implementation of environmental practices at the operational level, and we have drawn on theories of intent to examine the determinants involved.

Within the Theory of Planned Behaviors (TPB), intent/intention is comprised of two primary elements: goal intention and implementation intention. As a prescriptive statement of intent, goal intention typically addresses what people want to do within a certain time period; conversely, implementation intention generally includes action plans specifying when, where and how as it relates to future action (Gollwitzer, Sheeran 2008, Van Lamswerde, 2005). "Forming implementation intentions leads to the automatic initiation of the specific behavior once the critical anticipated stimulus is actually encountered" (Brandstatter, Lengfelder and Gollwitzer 2001:947). Therefore, understanding the implementation intentions of the decision makers would be a strong predictor of subsequent behavior (actual implementation at the operational level).

1. Introduction

The introduction of new grape varieties such as Riesling, Chardonnay, Cabernet and Gamay that thrived in Niagara's cool climate, as well as the reduction in trade barriers, has resulted in 10 years of rapid growth in the region's wine industry. Producing the '...highest value-added agro-food product in the world' (Canadian Grape and Wine Research Strategy, 2007) the industry has attracted a large number of investors; being somewhat fragmented, (Porter 1998: 205), and highly competitive, its long-term sustainability is determined by its ability to adapt to changing market and environmental conditions.

Climate has a significant impact on wine production in Niagara, the primary concern being winter survival in a

2. Theoretical Overview

2.1. Drivers and Constraints

Existing environmental literature has a large number of studies that identify the determinants of organizational response. Bowen (2000) differentiated between two types of environmental commitments: developing corporate environmental strategies and adopting specific environmental initiatives at the operational level.

Promoting corporate environmental strategies positively correlates with triggers such as transparency (Bansal 1996), visibility (Bowen 2000), resource availability (Klassen 1997), risk propensity (Sharma and Ngan 1999) and

stakeholder pressure (Henrique and Sadorsky 1999; Buysse and Verbeke 2003).

Prevailing “pro environmental” behavioral literature generally associates proactive environmentalism as being predominantly dependent upon situational factors: economic constraints, social pressures and opportunities (Wagner 2013, Marshall, Akoorie, Haman and Sinha 2010, Hines, Hungergord and Tomera 1987), and locus of control, attitudes and values (Lee, Wahid, Goh 2013, Cleveland, Kalamas and Laroche 2005, Hines et al. 1987; Kollmuss and Agyeman 2002). “At least 80% of the motives for pro-environmental and non-environmental behavior seem to be situational factors and internal factors” (Fliegenschnee & Scheladovsky 1998 as cited by Kollmuss and Agyeman 2002: 250).

In addition to situational factors, constraints or barriers to environmental action were identified in a study of the “value-action gap” (Blake, 1999). Three factors were identified: individuality, responsibility and practicality. Individual barriers negatively affect organizational attitudes and values; responsibility relates to moral duty towards the environment, while practicality reflects the existence of social and institutional constraints such as lack of time, money and information. The impact of social factors such as family (stakeholders by expansion), community (industry), and culture was not identified. Similar results were reported by Thomas and Lamm (2012) who defines them as cognitive, moral and pragmatic factors.

Using a similar approach, Tanner (1999) examined constraints on environmental behavior and classified them as either subjective (sense of responsibility) or objective (socio-demographic variables such as income, residence etc), finding that subjective constraints had a greater influence than objective constraints.

In the US wine industry, Marshall et al. (2005) identified managerial attitudes and norms, employee welfare, cost savings, regulations and competitive pressures as strong drivers of pro-environmental behavior. Further, institutional factors, (defined as local networks among associations, suppliers and customers) and regulations (defined as the pre-emption of future regulatory action and compliance with current regulations), also differ in relative importance. While consumer demand and regulatory avoidance ranked highly important, community pressure and existing regulations were not considered critical.

However, a strand in the social entrepreneurship literature emphasizes the linkage between positive social and financial outcomes as triggers of perceived desirability for environmental initiatives and, therefore, a more positive outlook towards the concept of environmental sustainability (Krueger et al. 2007).

In the Canadian wine industry, Wright et al. (2009) found that environmental practices are driven chiefly by three important considerations— business performance, regulatory obligations, and personal perspectives, with two moderating factors— organizational slack, and senior management demographics (predominantly age). Conducting their

interviews with proactive wineries in Niagara, Ontario, the authors emphasized the importance of determining a motivational framework that would allow understanding of an individual’s “real reason” in adopting a proactive environmental practice at the operational level.

2.2. The Adoption Process

While the drivers, situational factors or constraints would affect what environmental practices are likely to be *implemented*, the *adoption process* of a pro-environmental stance at the operational level seems more of an organizational phenomenon rather than an environmental one (Tabak and Barr, 1998) and it becomes useful to understand the adoption process as a form of entrepreneurial behavior, in which our attention is focused on creativity and entrepreneurial spirit.

And here, organizational change theory impels one to consider the resistance to change that frequently emerges when new environmental conditions are perceived to impact on the organization’s future (Leenders and Chandra 2012, Ford, Ford and McNamara. 2002). Corporations attempt to preserve the *status quo* by creating a buffer between themselves and the outside world (King 2000) using a variety of means.

Delay in implementing meaningful policy initiatives, if these might alter the structure and form of the organization, is one such mechanism when dealing with non-mandated environmental change (Mylonadis 1993); confidence about achieving successful outcomes, depth to which environmental issues are understood, and the wish to protect existing social relationships (Leenders and Chandra 2012, Ford et al., 2002) are other factors that influence resistance to change. Structure and form seem paramount, as emphasized in the conclusion of a major longitudinal study of organizational change in Californian wine industry. “Wineries do not respond to environmental conditions through changes that might imperil their internal structures” (Delacroix & Swaminathan 1991: 632).

The actual implementation of environmental policy is premised upon organizational capacity— available capabilities/resources, (Sharma, Aragon-Correa, Ruenda-Manzanares 2007, Bowen 2000; Sharma 2000)— and managerial commitment related to environmental impact and its importance (Leenders and Chandra 2012, Sharma and Nguan 1999; Sharma 2000, Klassen 1997).

Ford et al. (2002) make an important point that has a bearing on the approach adopted in the present paper. People create their reality: they build their understanding of events, each in their own differing ways, sharing these in a process of social construction (Berger & Luckmann 1991) whose negotiated outcome provides the context in which they will behave and interact. As such, “resistance to change” will take different forms for different individuals and different organizations, with the Board having particular importance in the particular understanding that emerges (Wright & Jankowicz, 2007).

Zajac et al. (2000) referenced elements of desirability for change (including magnitude, timing and direction), environmental contingencies (similar to external/social influences) and organizational internal contingencies as determinants of strategic change and organizational performance. Okumus (2001) listed ten key implementation variables: strategy, environmental uncertainty, organizational structure, culture, operational planning, communication, resources, people, control and outcome.

Sharma's (2000) research on Strategic Issue Diagnostics, as it relates to corporate environmental strategy, emphasizes the impact of subjective managerial interpretations in conjunction with an organization's finite resources (organizational slack) as triggers of proactive environmental response. His model ignores any potential external influences that might precipitate action regardless of internal organizational perspective.

However, Barr (2003) argued that environmental action is open to a range of influences focusing particularly on environmental values, situational characteristics and psychological variables.

Although not exhaustive, the factors identified above are considered to be the chief pro-environmental drivers of behavior, and some of the issues involved in the adoption process. There appears to be strong agreement between the different disciplines that managerial views, beliefs, attitudes, experience and motivations as well as feasibility and desirability all play a critical role in pro environmental behavior. Secondly, yet important none-the-less, are the social/external pressures and outcomes.

2.3. Two Theories

Two distinct approaches offer analytic frameworks to understand both the drivers, and the adoption process: The Theory of Planned Behavior, TPB, (Ajzen and Fishbein 1975), seen as helpful in predicting action in much of the environmental psychology literature, and Kelly's Personal Construct Theory, PCT, (1955), long regarded as helpful in understanding individual and organizational sense-making. The former is predicated upon individuals being rational and informed, particularly with respect to consequences, and deliberately choosing behavior that is volitional (Bonnes et al. 2003: 176-197); the latter offers an understanding of how this rationality emerges from an individual's past experience to be used as a guide to future action (Chiari & Nuzzo 2003).

2.3.1. The Theory of Planned Behavior, TPB

Ajzen and Fishbein (1975) proposed two factors in a Theory of Reasoned Action (TRA): intentions are a combined result of *behavioral attitudes* (positive or negative assessments associated with the act of performing the behavior), and *subjective norms* (reflecting social pressures). Actions are accounted for by adding a third factor of *perceived behavioral control* (perception of ease or difficulty in performing the behavior) to these, resulting in their full Theory of Planned Behavior, TPB.

Behavioral attitude is comprised of two elements: expectation of a particular outcome (positive or negative) and an evaluation of each expected outcome as being desirable or not. The *subjective norms* also consist of two elements: the perceived importance of an external referents' expected behavior and the internal motivation to comply with this perceived expected behavior. Lastly, the *perceived behavioral control* should reflect both the estimated impact of important factors on the performance of the behavior and the perceived individual power associated with controlling these factors. All three determinants define the intention/disposition to perform certain behavior directly, while external factors such as economic conditions and government regulations influence intent indirectly. The present study addresses only the three direct determinants of behavioral intention, as the immediate precursors of actual behavior.

A brief review of the uses of TPB in agricultural and entrepreneurial studies reveals a variety of results, but with a consistent agreement regarding the appropriateness of the model in this field.

For example, Beedell and Rehman (2000) examined the determinants of land use and conservation behavior in a sample of 100 farmers in Bedfordshire, UK segmented into 3 groups: a farming & wildlife awareness group; explicit conservationists; and farmers in general, the first giving particular emphasis to environmental issues as opposed to business issues. The authors concluded that TPB was a reliable tool for predicting farmer behavior. Moreover, they were also able to show that attitude significantly influences behavioral intention (confirmed by Krueger 2000 and Kalafatis et al, 1999) while the subjective norm was found as having much less impact (Krueger 2000).

Likewise, Tutkun et al. (2006) used TPB with structural equation modeling to explain Swiss farmers' conversion to organic farming and concluded TPB is an appropriate model for understanding farmer behavior.

Krueger's work (1993: 5) is prominent in analyzing entrepreneurial intentions using TPB viewing it as a "parsimonious and robust framework for pursuing a better understanding of entrepreneurial process". His study analyzed the factors underlying the intent to start a new business and found that prior entrepreneurial exposure influences intention through perceptions of feasibility and desirability.

One should note, however that there is some disagreement on the generality of the TRA and the more comprehensive TRB variant, hinging on the added value provided by the *behavioral control* factor. While Beedell and Rehman (2000) found it important in understanding a farmer's conservation behavior, Kalafatis et al (1999) found it less significant, concluding that TRA was a more appropriate model in explaining consumer's intentions to buy environmentally-friendly products, while 'TPB is more appropriate in well established markets that are characterized by clearly formulated behavioral patterns' Kalafatis et al. (1999: 441).

Table 1. Kelly's Personal Construct Theory (PCT) The Fundamental Postulate and Corollaries Kelly, 1955

Fundamental Postulate	A person's processes are psychologically channelised by the ways in which he anticipates events.
Construction Corollary	A person anticipates events by construing their replications.
Dichotomy Corollary	A person's construct system is composed of a finite number of dichotomous constructs.
Range Corollary	A construct is convenient for the anticipation of a finite range of events only
Modulation Corollary	The variation in a person's construction system is limited by the permeability of the constructs within whose range of convenience the variants lie.
Organisation Corollary	Each person characteristically evolves for his convenience in anticipating events, a construction system embracing ordinal relationships between constructs.
Fragmentation Corollary	A person may successively employ a variety of construction systems which are inferentially incompatible with each other.
Experience Corollary	A person's construction system varies as he successively construes the replications of events.
Choice Corollary	A person chooses for himself that alternative in a dichotomised construct through which he anticipates the greatest possibility for the elaboration of his system
Individuality Corollary	People differ from each other in their construction of events.
Commonality Corollary	To the extent that one person employs a construction of experience which is similar to that employed by another, his processes are psychologically similar to those of the other person.
Sociality Corollary	To the extent that one person construes the construction process of another, he may play a role in a social process involving the other person.

2.3.2. Personal Construct Theory, PCT

Kelly's PCT is particularly helpful in identifying the content of the managerial beliefs, attitudes, experience and motivations that we have seen above to be important in identifying voluntary environmental response. If TPB suggests attitudes, subjective norms and perceived behavioral controls as determinants of intention, what is their actual content at the operational level within Ontario's wine industry? PCT describes the mechanism by which people create the multiple meanings from their interactions with the environment that guide future action— they 'anticipate events by construing their replications' Kelly, 1966/2003:9. (The reader familiar with Weick's concept of sense-making, Weick 1995, will recognize the importance of identifying content; Kelly's approach rather than Weick's has been used as an organizing framework in this study since it offers a powerful technique, the Repertory Grid, by which the particular meanings can be readily identified.)

PCT is grounded in a constructivist epistemology, which makes it well suited to a study of sense making. It is formally stated in one Fundamental Postulate and 11 Corollaries (Table 1).

Of these, the Organization, Individuality, and Sociality corollaries are the most relevant to our present discussion. The content of people's sense-making is hierarchically *organized*, some reflecting understanding of action while other content expresses values; each person makes his or her

own, *individual* sense of experience; s/he interacts effectively *with others* to the extent that s/he can understand their sense making without necessarily sharing the views involved. Groups that share a distinct culture can therefore develop differing perspectives towards change from other groups in the same industry. Cornelius' study of workplace inequality illustrates the ways in which a reluctance to address values and develop a shared form of sense making can distinguish between the organization that remains stuck in the past, and one that makes rapid progress by confronting values and finding ways of addressing fear of change (Cornelius 2003). More recently, Quirk (2013) used the theory to identify factors that induce firms in the Canadian home building industry to make full use of their membership of 'Build Green', a code promoting environmental responsibility and sustainability; the way in which the firm construes or makes sense of, the constraints under which it operates distinguishes between active and passive participants.

The technique associated with PCT is the Repertory Grid (Fransella et al. 2004, Jankowicz 2004), a structured interview in which the meaning content is identified in the form of constructs, Kelly's term for a contrast that the individual uses to make sense of his or her experience. Constructs can be simple (e.g. 'attractive' versus 'unattractive') or more complex (e.g. 'feasible, being straightforward to implement' versus 'more trouble than it's

worth, would take excess resources to implement'). They are always expressed as a contrast since, according to Kelly, a meaning can only be precisely expressed *in terms of what it is not*. Thus, for example, if one were assessing some action, 'Good' as in 'good versus poor' would mean something entirely different to 'Good' as in 'good versus evil'! Merely identifying an action as 'good', or even measuring the extent to which it is regarded as 'good', would be to say very little about it.

2.4. The Two Theories in Action

TPB provides us with a context and indicates the processes to be attended to if we are to identify the main drivers that underlie the decision-makers' thinking in regards to the intention to implement environmental practices at the operational level. Here, strength of intention seems important: to what extent do behavioral attitudes, subjective norms and perceived behavioral control account for the variance in strength of decision-makers' intentions to adopt environmental practices at the operational level?

PCT then provides a framework for discovering the content of how the drivers are viewed. We can learn most through contrast, by looking for differences in content between organizations in the Ontario wine trade that do respond proactively, and reactively.

The content is expressed in terms of *constructs*, (see below), Kelly's term for the basic unit of meaning by which people *construe*, i.e. make sense of their intended practice. What distinguishes a more entrepreneurial, proactive approach from the merely reactive in the organization's sense making?

As a constructivist theory, PCT fits well with TPB. Constructivism offers a broad perspective that connects cognitive, affective and action aspects in a holistic view (Bonnes et al 2003), facilitating the "transactional-contextual" valued in environmental psychology, and offering a framework within which multiple intentionality can be accommodated, contrasted and evaluated. PCT posits that an individual is a dynamically organized system whose goal-oriented behavior is directed by the exchange that occurs between internal needs and environmental opportunity. We, therefore, balance 'natural science' and 'human science' perspectives by *construing* our relationship with the environment (Bonnes et al. 2003:14-16).

'Understanding what inhibits entrepreneurial activity in an organization requires understanding how intentions toward a prospective course of action are constructed' Krueger (1998: 181). In other words, constructs used by the decision-makers in maintaining a sustainable enterprise will trigger the identification and adoption of new practices with potential industry-wide repercussions. Georg and Fussel (2000: 76) argue that 'a constructionist approach allows for bringing the actors, their emotions, interpretations and actions within the organization... for refocusing on greening as an emergent process'. Within each organization studied, they were able to identify practices that were viewed as a natural step towards

the development of a sustainable organization, in contrast to those seen as embryonic, needing further attention.

3. Methodology

3.1. Research Design

A multiple-case design was selected as being more robust than a single-case study, permitting both literal (predictive of similar results) and theoretical (predictive of contrasting results for predictable reasons) replication as a basis of reliability (Yin 2003: 47). Contrast formed the basis of the research design, King (2000). A pilot stage identified 10 organizations in the Ontario wine producing industry whose practices could be regarded as Proactive, and 10 whose practices could be regarded as Reactive. This was followed by a main stage in which one person from each organization, (someone with immediate responsibility for implementing and maintaining operational level environmental policy, in most cases, the winemaker), was interviewed using Repertory Grid Technique.

3.2. Technique

Here, the interviewee is presented with a set of elements (issues to which s/he pays attention when addressing any situation) and is requested to compare and contrast them to identify the constructs s/he uses to make sense of that situation. The elements used in the present study were a set of environmental practices (appropriately enough given that our focus on process came from TPB): selected during the pilot stage from the Wine Council of Ontario's *Environmental Charter* list of recommended environmental practices for sustainable winery operations. These address issues such as water use and conservation, solid waste management, energy efficiency and integrated pest management practices.

In contrast to other interviewing techniques, a Grid is based on the elicitation of the interviewee's own constructs, rather than requiring the interviewee to respond to the researcher's own perspectives. Once the interviewee's constructs have been elicited, each element is rated on each of the constructs using a 5-point scale to identify the extent to which one pole or the other of the construct applies. The result is a grid in which the interviewee's own meanings have been carefully identified, and a set numeric rating, open to statistical analysis, obtained.

Moreover, the technique is regarded as less liable to social desirability effects ('faking good') when carefully structured (e.g. Brophy 2003) since it is the interviewee that determines the terms of discourse, rather than being asked to commit to those offered by the interviewer (Macsinga & Maricutoiu 2008; Jankowicz 2004: 197-8), thus lessening a measurement bias whose effects with many conventional techniques can be profound, Mancuso et al. (2002). Indeed, the interviewee has considerable freedom in determining content (Pike 2007) in a way that makes their meaning very

clear and explicit (Dutton et al. 1989).

Basic triadic technique (Fransella et al. 2004, Jankowicz 2004) was followed in each interview. That is, the interviewee was presented with three elements at a time, and a construct elicited by being asked in what way s/he felt that two of the elements are alike while being different from the third, discussion continuing until a non-trivial and precise bipolar construct was obtained. The elements were then rated on a 5-point scale in which each pole of the construct serves as anchor to the '1' or the '5' end of the scale. Further triads of elements were offered, constructs elicited, and elements rated, until no fresh constructs were obtained.

A total of 315 constructs were elicited from the 20 interviewees.

3.3. Analysis

The unit of analysis in repertory grid work is the construct rather than the interviewee. The statistical analysis of the individual respondents' grids can be quite powerful and include multivariate analyses even with small samples of under 50 respondents, provided that sufficient constructs have been obtained from the interviewees: see e.g. de Winter et al (2009).

The employed content analysis combined a bootstrapping and theory-based approach as exemplified by Jankowicz 2004 (p.173-176).

Categories were derived in two stages as follows. First, all the constructs were assigned to one or other of a set of (sub) categories determined from the content of the constructs themselves (constructs with similar meanings were grouped into sub-categories as determined by the researcher). Second, these sub-categories were assigned to a set of 5 main categories (Perceived Behavioral Control, Attitude, Subjective Norms, (derived from Ajzen's Theory of Planned Behavior), plus two more, Profitability, and Reputation). While defined so as to be mutually exclusive, the 5 categories were not completely exhaustive and 4 additional sub-categories had to be created (Environmental Knowledge, Stewardship of the Land, International Compatibility and Market size). The content of each category and sub-category was carefully and clearly defined.

A reliability check was conducted by recording the allocation of each construct, randomizing them, and asking a co-researcher to repeat the content analysis independently using sub-categories devised by him, within the overall framework of the 5 main, TPB-derived main categories. These were discussed by both researchers resulting in 22 agreed sub-categories giving a Cohen's Kappa of $k1=0.66$ and a Perrault-Leigh Index of 0.81. (Perrault-Leigh has the advantage of being less sensitive to the number of categories than Cohen's Kappa, while permitting the derivation of a confidence interval, here, the $p=0.05$ interval being 0.79 – 0.84.) The main categories were reliable at a Cohen's Kappa of 0.97 and a Perrault Leigh Index of 0.99, the $p=0.05$ confidence interval being 0.96 – 1.00.

The differences between the two researchers were discussed and reconciled. As a result, some of the

subcategories were either expanded or renamed to suit the topic described by the constructs. For instance, an initial subcategory, 'Resources' was further divided into the more detailed subcategories of Time, Administration, Labour, and Maintenance; 'Long-term Feasibility/efficiency' was renamed 'Efficiency'; and 'Lifestyles' was renamed 'Environmental Identity'.

Ultimately, 32 subcategories were identified with a calculated final Cohen's Kappa of 0.98 and a Perrault-Lee Index of 0.99 ($p=0.05$ confidence interval being 0.96 – 1.0). After all of the adjustments, the main categories resulted in a final calculated Cohen's Kappa of 0.98 and a Perrault-Lee Index of 0.99 ($p=0.05$ confidence interval 0.97 – 1.0).

The final outcome of this process is shown as Table 2, which shows the definitions arrived at during this process, as well as the final categorization frequencies.

4. Results

A total of 315 constructs were elicited from 20 different wineries; 142 obtained from the Proactive group and 173 from the Reactive group.

Some are as one might expect in any analysis of the perceived impact of decision-making, dealing with issues such as profitability, return on investment, payback, efficiencies, market scale, government incentives; however, some were new, dealing with the ways in which climate impacts on functionality, compatibility with proven systems in other countries, and environmental identity (reflecting organizational lifestyle and higher quality of life).

The overall category totals indicate PBC as the most frequent category (42.9%) followed by Attitudes (21.3%), Profit (15.2%), Subjective Norms (14.6%) and lastly Reputation (6%). It can also be seen that in these general terms, there are some small differences between the two respondent groups. Most noticeable is the spread of 3.6% between the Proactive (40.9%) and Reactive (44.9%) groups in the PBC category.

PBC wer.PBC includes concepts of financial investment, affordability, and feasibility, together with a focus on knowledge, training and planning, and a less frequent concern with specific resource requirements (such as equipment, maintenance, time and labor).

The Profitability category included clearly defined aspects such as short-term, bottom line impact (such as developing new sources of revenue, reducing operating costs, and generating cost savings) and long-term impacts such as return on investment (ROI) and payback period.

The Subjective Norms category contained items related to moral values, customer expectations, government mandates, and general industry norms (constructs such as: appeal to the consumer, compliance with government regulations, and whether or not customers will see it as being valuable). While most of the elicited constructs fell into categories identified by TPB, compatibility with international standards arose as a new concept that influences the impact of the subjective norms category.

Table 2. Content Analysis Details

Category Title and Its Definition	Subcategory	All Resp.		Proactive		Reactive	
		n	%	n	%	n	%
Perceived Behavioral Control: Locus of Control (Economic Motivation, Effort/Ability) and Self-efficacy (Previous Experience, Feasibility, Capability, Desirability, Availability & Accessibility of Resources)	Financial Investment	20	6.4	10	7.0	10	5.8
	Affordability	19	6.0	7	4.9	12	7.0
	Knowledge/Training	14	4.4	7	4.9	7	4.1
	Water Consumption	10	3.2	4	2.8	6	3.5
	Efficiency	10	3.2	3	2.1	7	4.1
	Known & Expected Long-lasting Positive Outcomes	8	2.5	2	1.4	6	3.5
	Planning & General Resources	7	2.2	4	2.8	3	1.7
	Changes to Existing Systems	7	2.2	3	2.1	4	2.3
	New Equipment	7	2.2	2	1.4	5	2.9
	Ease to Implement	6	1.9	4	2.8	2	1.2
	Maintenance	6	1.9	3	2.1	3	1.7
	Administration	5	1.6	3	2.1	2	1.2
	Effort	5	1.6	2	1.4	3	1.7
	Time	5	1.6	1	0.7	4	2.3
	Labor	4	1.3	2	1.4	2	1.2
Climate	2	0.6	1	0.7	1	0.6	
Total Perceived Behavioral Control		135	42.9	58	40.9	77	44.5
Attitude Personal Values (Altruistic, Biospheric) Motivation (Selective Motives, Affective Connection) and Interpretation (Opportunity Or Threat)	Stewardship of the Land	19	6.0	13	9.2	6	3.5
	Long-term Thinking & Resp. for Environment & Future	15	4.8	3	2.1	12	6.9
	Health & Safety for Employees & Environment	12	3.8	5	3.5	7	4.1
	Wine Contamination	11	3.5	7	4.9	4	2.3
	Pollution	7	2.2	3	2.1	4	2.3
	Environmental Identity	3	1.0	1	0.7	2	1.2
Total Attitude		67	21.3	32	22.5	35	20.2
Profit Financial Gain	Bottom Line Impact	26	8.3	13	9.2	13	7.5
	ROI/Payback/Long-term Profitability	22	7.0	10	7.0	12	6.9
Total Profit		48	15.2	23	16.2	25	14.5
Subjective Norms Collective Social Pressures (Social Groups, Customers, Media & Political Affiliation) and Individual Pressures (Moral Norms)	Domestic Industry Standards	19	6.0	9	6.3	10	5.8
	Government	12	3.8	5	3.5	7	4.1
	Market Size	6	1.9	2	1.4	4	2.3
	Customers' Expectations	5	1.6	3	2.1	2	1.2
	International Compatibility	3	1.0	1	0.7	2	1.2
	Moral Values	1	0.3	0	0	1	0.6
Total Subjective Norms		46	14.6	20	14.1	26	15.0
Reputation Social Evaluation	Positioning Within Industry Partners	13	4.1	6	4.2	7	4.1
	Positioning Within Customer'S Perception	6	1.9	3	2.1	3	1.7
Total Reputation		19	6.0	9	6.3	10	5.8
TOTAL CONSTRUCTS		315	100	142	45.1	173	54.9

Lastly, the Reputation category illustrates image positioning in accordance with both customer and industry partner (suppliers and competitors) perception. Positioning within the industry contains constructs such as projecting a positive image/attitude, establishing a leadership role within the industry, and building a reputation and standard for others to follow. Customer perception positioning consisted of constructs such as attracting and retaining customers, being perceived by the outside world as responsible and progressive, attracting positive press and, ultimately, developing greater market share.

The constructs determined to be central factors in assessing an organization's intent to implement environmental practices at the operational level (more than 4% frequency) for both proactive and reactive groups follow:

1. Profitability (bottom line impact, ROI and payback period subcategories account for 15.2% of all constructs),
2. Affordability (financial investment requirements and affordability account for 12.4% of all constructs),
3. Stewardship of the land (accounts for 6.03% of all constructs) and Long-term perspective and the perceived level of corporate accountability for the environment (4.8% of all constructs),
4. and knowledge and training in environmental practices (4.4% of all constructs) and
5. Positioning within the industry (4.1% of all constructs).

5. Discussion

Profitability

For both proactive and reactive groups, the constructs included in the profitability subcategory addressed bottom-line concepts such as potential reductions in operating cost and revenue enhancements - indicators of goal-directed behavior. The study supports the notion that if an organization perceives a potential gain deriving from an environmental practice, a goal-intention behavior is activated, which is the precondition to the (goal) implementation intention (Gollwitzer 1999) and will stimulate an organizational commitment towards the practice. A similar conclusion was reached by Haigh and Jones (2006, as cited by Cornelius et al. 2008) in relation to an organization's philosophy with respect to corporate social responsibility: "instrumental economic benefits dominate the decisions of how to conceptualize and pursue corporate social responsibility" (p.357).

Affordability

Affordability as a critical prompter is aligned with Kollmuss and Agyenmann (2002)'s conclusions that environmental attitude and low cost are significantly correlated.

This study's results also concur with Sharma et al. 2007, Bowen 2000; Sharma 2000 and Dutton and Duncan (1987) who found that affordability and the availability of resources (Sharma calls it discretionary slack) are critical triggers to

organizational change.

Costs related to the implementation of the 12 identified environmental practices are difficult to estimate with any meaningful level of accuracy due to the significant differences in terms of winery size, organizational structures, technological capacity, and financial flexibility. Additionally, although the lack of information available regarding individual winery profitability makes it very difficult to draw definitive conclusions, anecdotal evidence appears to suggest that rising operating costs and increasing competitive pressure are having a critical impact on a winery's ability to pursue even modest environmental programs.

Additionally, the interviews with the participants confirmed the conclusions of both King (2000) and Delacroix and Swaminathan (1991) regarding an organization's preference for low-level incremental change that does not jeopardize established organizational structures. Reactive participants comments included statements such as "I am environmentally sensitive but also aware of the costs involved" (R3) and "I'll implement environmental practices as long as it doesn't cost me more than the alternative in place" (R9).

Stewardship of the Land

The concepts of land stewardship and environmental responsibility are prominent subjects in many agricultural studies. Hinds and Sparks (2008), Ryan et al. (2003) and Kaiser et al. (1999) all found these issues as being significant predictors of an organization's intention to engage with the natural environment. This study concurs that stewardship and responsibility towards the land and environment have a significant impact on the intentions to implement environmental practices at the operational level. However, this study also finds that, unlike Ryan et al. (2003)'s findings on mid-western Michigan farmers, economic compensation (profit) overrides the affective attachment to the land (for both proactive and reactive groups).

This study's results are consistent with the conclusions reached in entrepreneurship literature by Krueger (2003) (which identified goal attainment as a strong predictor of intent), Kollmuss and Agyenmann (2002) (who indicates a tendency towards a least-cost approach to environmentalism), and Stern and Dietz (1994) (personal needs, or in this case corporate profitability needs, are met before any effort is directed towards social or non-human issues).

It could be concluded that the wine industry in Ontario (Canada), due to its competitive nature in both domestic and international markets, takes more of an "entrepreneurial" approach when assessing the implementation of environmental practices. In other words, as responsible entrepreneurs, the wineries of Ontario (Canada) balance the social, financial (profit) and environmental benefits (triple bottom line concept) as means to sustainability.

Knowledge and training about environmental practices

Environmental knowledge was found to be an important driver of environmental practices implementation not just in Ontario's wine industry, but also with Bedfordshire farmers (Beedell and Rehman 2000). However, whether exposure to knowledge would propel an actual change in environmental stance and activate implementation is not determinable. We can only conclude that knowledge regarding efficiencies and operating modes likely trigger enhanced interest (goal-oriented behavior) and commitment. A similar observation was outlined by Kuvaas (2002) and Ford et al. (2002) who concluded that a higher level of information generates a higher level of perceived control and manageability.

Positioning within the Industry

Positioning within industry partners includes constructs related to establishing a leadership position within the industry, setting an example for others to follow, developing a positive image and reputation, improving the relative status of an organization, and establishing benchmarks in terms of efficiency. This study's findings are consistent with Brammer and Pavelin (2004); Sharma (2000); Bowen (2000); and Dutton and Duncan (1987) and strengthens the argument that visibility, image and building a good reputation have a significant influence on anticipated behavior. Culture (environmental identity in this study) and behavior (Cornelius et al. 2008) are used as mechanisms to enhance organizational reputation. In Georg and Fussell's (2000:183) words: "from being invisible... into being central actors in an emerging strategic field", the wineries in Ontario do see image/reputation building not only as a means of better positioning themselves within the industry, but also as a potential competitive advantage in terms of marketing opportunities.

Positioning within the customers' perceptions ("customers will appreciate it, the organization will receive positive publicity, we can attract new customers, we will be perceived as being on the ball", (P2, P4))

Ontario is a nascent industry attempting to compete with well-established international wineries catering to a diverse, multicultural customer base. Given these global competitive forces, Ontario's wine industry requires more time and tangible evidence with respect to the impact of environmental initiatives on customer perception. Between the two groups, the Proactive cluster appears to be more optimistic regarding the benefits of proactively addressing environmental issues. Comments such as "there is a 'mystique' in a natural product and the customers seek it (P1)" and "there is an eco-chic trend when it comes to environmental endeavors that customers find very appealing (P9)" are indicative of this group's general consensus. In contrast, the Reactive participants were much more ambivalent towards the subject as exemplified by the following comment by one of the participants: "I don't believe that customers are impressed by organic"(R7).

6. Conclusion

All of the TPB categories were well represented with Perceived Behavioral Control accounting for 43%, Attitudes accounting for 21% of the total elicited constructs, and Subjective Norms for 15%.

The PCB category accounted for the highest number of constructs (135) indicating a high level of perceived importance. The reactive group considered the PCB category as being the most critical (77 constructs). The major differences between the Reactive and Proactive groups were related mainly to affordability and known efficiencies and outcomes. These findings concur with the conclusions of Curtis et al. (2007), Krueger (2007), and Sharma et al. (2007); suggesting that higher levels of perceived capability and control activates a greater likelihood of commitment to action. The findings also confirm the applicability of TPB (as opposed to TRA) to the wine industry in Ontario (Canada).

The importance of managerial Attitudes and values/beliefs in the implementation of environmental practices is similar to the results reported in New Zealand's wine industry by Gabzdiliva, Raffensperger and Castka (2009).

The literature identified Subjective Norms as being influential factors that induce intent to perform behavior (Wagner 2013, Marshall et al 2010, Tutkun and Lehmann 2006; Burton 2004; Christian and Armitage 2002; Beedell and Rehman 2000). This research identified constructs that reflect a combination of collective pressure (customer expectations, government compliance/incentives, competitive pressure from business partners, and market scale), individual pressure (moral values), and international pressure (compatibility with proven international models and systems). While this study's results are consistent with the above authors as well as Wright et al. (2009), Hinds and Sparks (2007) and Marshall et al. (2005); the increased penetration rate of international environmental systems within the global wine industry indicates that this construct category might very well become a more significant factor in Ontario. Whereas many industries are regulated and pressured to adopt international environmental standards (ISO 14000, 14001), this industry is eager to adopt proven, new systems as a way to maintain and improve their competitive advantage and ensure business sustainability into the future. One of the participants (P8) succinctly affirmed: "it is the way of the future".

Finally, although Reputation and Profitability were separately analyzed to assess their individual impact, their addition will only strengthen the applicability of the TPB model within this industry. As such, our results concur with Tutkun (2006); Krueger (1993, 2007) and Beedell and Rehman (2000).

It can be concluded that within the Ontario (Canada) wine industry, the intent to implement environmental practices at the operational level is primarily determined by personal attitudes that generate a 'need to implement' perspective, which, in conjunction with perceived feasibility, create an implementation goal intention (for example, business

sustainability or maintaining market share). Once the goal intention has been created, social norms become important factors in terms of actually implementing specific intentions (what and how do other referent groups do, what do they think about it, how do they perceive my inactivity or as Eden et al. (1981) phrased it “pay attention to their own and each other’s intersubjective knowledge and concerns”).

According to SID theory an organizational response requires three processes: triggers, feasibility assessment and urgency assessment. This updated model considers that after a goal intention is confirmed and compared with referent groups, an urgency assessment occurs that propels the implementation intention. According to Dutton and collaborators (1989), the magnitude of the urgency is determined by the issue’s visibility. This study’s updated intent model confirms this premise: the more socially oriented an organization, the higher the perceived urgency to implement. Figure 1 illustrates this modified intent model.

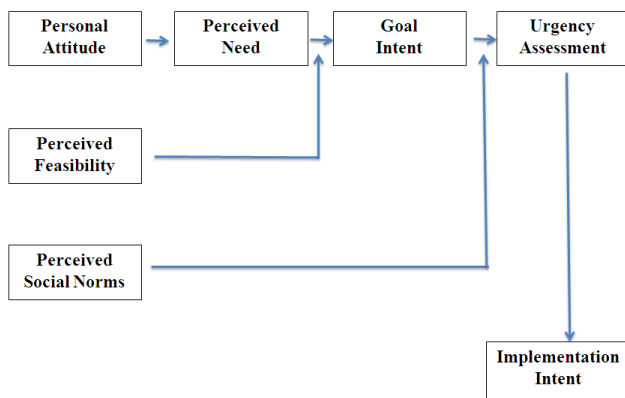


Figure 1. Modified Intentional Model

One of the limitations of this case study is the geographic area covered by the research. The focus of the research was on the wine industry in Ontario (Canada) and although they are the second largest producer in Canada (after British Columbia), broadening the scope of the study to include other regions (BC, Quebec, Nova Scotia) would provide a richer base for analysis. Further testing of this new model (used as a vehicle for generalizing to new cases) to a larger population base would alleviate the generalization limitation.

The reproducibility and accuracy condition was accomplished by utilizing an independent researcher to analyze and categorize data according to established definitions. Recommended (Jankowicz 2004:163) reliability coefficients were calculated to confirm agreement. There is a need for additional studies and analysis to develop empirical evidence substantiating quantifiable benefits that the implementation of environmental practices might provide. Of particular importance would be an analysis of changes in customer’s purchasing patterns as they become more aware of an organization’s adoption of environmental practice.

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