“Proper Divorce Saves Both Sides”: Foreign Partnerships, Coopetition and Industrial Upgrading in Chinese Wine
Fieldwork 2013-2016

- 8 wine regions
  (49 wineries)
- Winemakers
- Employees
- Experts
- Farmers
- Educators
- Government representatives

Shanxi

Shaanxi
Coopetition and industrial upgrading

• **Emerging industry:** “catching up” is directly bound up with information sharing, access to foreign expertise, and access to “social technologies” (Cusmano et al., 2010).

• **Foreigner:** consumer demand; access to local networks; institutional support

• **Especially Wine:** Regions matter; collective branding matters; direct benefits from competitors’ success
  - No true “secrets” of production
When do you go your separate ways?

Most joint ventures are temporary, bounded where technology transfer is more costly than the benefits of partnership (Bontempi and Prodi, 2009; Brandt and Thun, 2010).

- Investors: profit, consumer demand
- Foreign-trained Chinese experts/networks
- Local government: Construction, growth targets, jobs, tourists
- Foreign winemakers: Make wine the way they want
Shandong: Beaches, nightlife, wealth
Wine tourism follows the money
Scottish Castle, Treaty Port Vineyards

Excellent 7 Reviews

#1 of 82 B&Bs / Inns in Penglai

011 95 530 071 5338

Hotel website

Email hotel

Name/address in local language

Mulangou Village, Dashidian Town, Penglai 265612, China
Mulongou – rural village
Mulangou rural tourism: It’s about to get bigger

Photo from Chris Ruffle: “A Decent Bottle of Wine in China,” Earnshaw Books, 2016
Rural tourism: very convenient
Great for tour bus

Stone wall and pretty flowers, “like in Burgundy”
Restored (and slightly enhanced) Taoist temple
Runaway Cow

Runaway Cow Winery Retreat

Dimensions: 10712米

Location: 6721米

Area: 4104平方米

Features:
- Wine production
- Cultural activities
- Tasting room
- Restaurant
- Kids area

 Surrounding landscape
- Grapes fields
- Nature trails

Location: [coordinates]
Even more convenient...