



# CASE STUDY ANALYSIS

**Interviews, Onsite Research, Document Analysis**

**Project: Phase II - Doctoral Research Study**

<https://eprints.utas.edu.au/8039>

*Thank you to all participants!*

## 6 Case Studies

3 SACEs (Small-scale Agricultural Cottage Enterprises)

3 ESACEs (Expanded Small-scale Agricultural Cottage Enterprises)



Semi-Structured Interviews



On-site Visits



Document Research



Participant Selection



Primary Data



Secondary Data

# Case Study Analysis

## Methods and Participant Selection

### Research Methods

The research methods involved in the second phase of data collection included: document research; in-depth, semi-structured interviews; and on-site visits. Therefore, both primary and secondary data were utilised. Primary data collection included interviews, field observations, and photos. Secondary data collection involved the use of tourist brochures, Internet articles, and data from participants' personal websites, newspaper articles and photos.

### Document research

Document research throughout the entire project offered a form of unobtrusive data collection. This mode of data collection enabled information to be gathered about the participants and the context within which the participants operate. Document research is extremely useful because of the convenience of being able to access the data at any time and with ease; the fact that transcription has already been performed, and; more often than not, the data has already been given prior consideration (Creswell, 2003).

The defining characteristics of a cottage industry were also developed from document research and a review of the literature. These defining characteristics assisted selection of the case studies. That is, the six case studies were selected on the basis that their characteristics aligned with the defining characteristics of a cottage industry developed in Chapter 3. The following tables (Table 4.2 and 4.3) demonstrate the characteristics of the enterprises that were known pre-interview and were used to guide selection. This pre-interview data was gathered from a variety of sources, such as newspaper articles, the Internet and interviews with key informants.

TABLE 4.2: CHARACTERISTICS OF THE ENTERPRISES USED TO GUIDE THE SELECTION OF THE SMALL-SCALE AGRICULTURAL COTTAGE FOOD ENTERPRISE CASE STUDIES PRE-INTERVIEW

Selection Criteria	Cheese	Berry	Wine
Products	Sheep Cheese	Jams	Quality Wines
More added value	Cheese processing; Use of sheep milk; Certified organic; Small scale; Local Ingredients; Tasmanian	Use of unusual berry types; Processing; Small scale; Local ingredients; Distinctive growing area & Tasmanian	"Quality" "use of additives and preservatives kept to a minimum"; Tasmanian (terroir)
Products often unique/distinctive/not mass prod'd	Yes	Yes	Yes
Location	On farm cheese factory	On farm processing	On farm winery
Locally owned business	Yes	Yes	"Tasmanian family company"
Own equipment	Designed and built dairy and cheese factory themselves	Own jam kitchen	"state-of-the-art winery facility... close by the vineyard"
Owner usually investor and labourer	Yes	Yes	"Proprietors: Steve & Monique; Winemaker: Steve; General Manager: Monique"
Artisanality	Processing phase artisanal (hand done) Entire Unit – artisanal unsure	Processing phase artisanal (hand done) Entire unit – artisanal unsure	"handcrafted" "Viticultural methods on the site are labour and capital intensive ... done by hand"; "legacy of 5 generations of ... family wine making"
Employees	Website suggested that it was just them; contract winemaker employed initial stages	Website suggested that it was just them	"wholly owned and operated by husband-and-wife team"
Physical Size	"run a 40 acre property ... not having enough land to run a wool or meat enterprise" <sup>1</sup>	"not in great quantities ... not contenders for selling bulk fruit to wholesale markets." <sup>2</sup>	"5.6 hectares" "Steve and Monique have established a vineyard that is small in size"
Sell locally or direct to the public	Direct farm gate sales & in Hobart (locally)	No direct sales; About 15 retail outlets around Hobart;	Has cellar door; Local distribution;

<sup>1</sup> – <http://www.ontbeland.com.au>

<sup>2</sup> – taken from article in *The Mercury* E. Reeves

# Case Study Analysis

## Methods and Participant Selection

TABLE 4.3: CHARACTERISTICS OF THE ENTERPRISES USED TO GUIDE THE SELECTION OF THE EXPANDED SMALL-SCALE COTTAGE ENTERPRISE CASE STUDIES PRE-INTERVIEW

CRITERIA	Cheese	Berry	Wine
Products	Goat Cheese/Yoghurt & Pet Yoghurt * also has cow cheese and yoghurt	Berry liqueurs, jams, pickles, wines, vinegars, chutneys * also has PYO	* also has restaurant, cellar door, function centre, art gallery
More added value	Goat	"pesticide free whenever possible"	Quality
unique/distinctive not mass prod'd	Yes	Yes	Yes
Location	Factory in Launceston	Processing on-farm; "cooked in our own kitchen on the farm"	Contract winemaker since 1999; winery across from Meadowbank at Cambridge.
Locally owned	Yes	Yes	Yes
Own equipment	Yes	Yes	No – contract winemaker uses own equipment.
Owner investor and labourer	Owner works in factory	Owner works in business	Owner works in business
Artisanal	"traditional, hand made cheese...hand made to an authentic style recipe"	Processed – "cooked in our own kitchen"	Processed – Wine made by contractor – not bulk
Employees	"five employees"	Not known at pre-interview stage.	Significant – entire operation
Small scale –low yield and limited tech	Started out small scale	Started out small scale, still low technology	Started small vineyard, still small in relative terms
Physical Size	- "The couple run Westhaven Dairy, a business they built from scratch." - "They have a milking herd of about 200, which along with six other farms produce all the goats' milk needed for their processing operation."	possible indicator "Thornlea Wines is the name given to the wines and liqueurs made from the fruits grown at Sorell Fruit Farm, plus some fruit drawn from other Tasmania fruit farms that also produce fruit with high flavour levels."	"MAJOR EXPANSION The original Glenora vineyard is one of the oldest in the state, and besides continual expansion there, a second vineyard site was added in 1999 at Cambridge." - "Total 32.94 ha"
Sell locally or direct to the public	Started out selling locally	Started out selling direct and locally	Started out selling locally

### *In-depth, semi-structured interviews*

The two phases of data collection had different goals. The first phase of data collection was primarily concerned with gathering general information about the industry, including salient issues, actors and contextual data. The second phase of data collection, the case study research, was more focused on gathering information about the unit of analysis (i.e. the cottage enterprise and those that have expanded), and, as such, the interviews required depth rather than scope.

The semi-structured interview format in the second data collection phase was considerably more structured than the interviews that took place in phase one (i.e. interviews with the vignettes and key informants). The semi-structured format remained because it offered opportunities to deviate from the schedule and follow specific areas of interest that the participant referred to (Berg, 1998). However, because similar concepts and issues had to be examined amongst each enterprise, the interview schedule was more closely followed. These interviews lasted between 45 minutes and two hours. In saying this, however, there was not much difference in the amount of relevant data collected; rather, it was a reflection of the amount of time that the participant possessed.

The research questions (Table 4.1) presented a number of central concepts. Together these concepts, background information, and other salient lines of inquiry, directed the prompt sheet. Question development began with historical and background information on both the principals and enterprise, and proceeded through to the exploration of salient concepts and issues. A prompt sheet was initially developed, which included the complete set of questions (Appendix D). However, because the case studies were from three different agricultural sectors and differed in their business activities, it was necessary to adapt each sheet pre-interview (Appendix E shows an adapted sheet). Another modification to the prompt sheet occurred during the interviews conducted with the expanded enterprises, where questions over expansion were asked. Other questions were rephrased in different ways throughout the interview to ensure relevant data was collected.

### **Data Analysis**

The case study interviews were tape recorded and transcribed. Audio-taping allowed me to concentrate on questioning/probing rather than note taking, whilst transcribing provided added familiarity with the data. Tape recording also meant that all the data was able to be captured and used in analysis. The data was then imported into the



# Case Study Analysis

## SACE Case Study 1: Grandveve Cheeses

### GRANDVEVE CHEESES



[www.grandveve.au.com](http://www.grandveve.au.com)



[www.grandveve.au.com](http://www.grandveve.au.com)

Grandveve Cheeses (Peppermint Bay Cheesery) is owned and operated by Diane and Alan Rae. Both Alan and Diane are highly educated, business savvy and innovative in every sense of the word. Alan, a solicitor, and Diane, who is educated in psychology, management and marketing, financial planning, renewable energy and cheese making, combine their vast business experience.

Six years prior to moving to Tasmania, a couple decided to make a life change. This change was motivated by a desire to get back to 'grass roots' and establish with the earth and the environment" (Rae, 2003, we explained that she went "through a life crisis very early and every [she] had done to date, apart from psychology, was based on gre

## SACE Case Study 3: Stefano Lubiana Wines



<http://www.slw.com.au>

Winemaking is an art as well as a science. But there is more to it than that. Behind every bottle of Stefano Lubiana wine, there lies a legacy of 5 generations of Lubiana family winemaking. A legacy of labour and love - for others to enjoy.  
(<http://www.slw.com.au>)



Steve and Monique Lubiana moved from the Riverland, a famous grape growing region in South Australia, and bought their Granton farm in 1990. Two years prior to moving to Tasmania, the couple took over Steve's father's vineyard in the Riverland and as Monique explains, "we had the opportunity to grow a volume business ... whereas in Tasmania we could make quality and, I suppose, chip away at building a reputation so that

## SACE Case Study 2: Berry Good Times (pseudonym)

Berry Good Times (pseudonym) is a distinctive enterprise in more ways than one: distinctive fruit, distinctive jams and the farm is located near a distinctive geographical landmark. All of which contribute to an extremely popular product, which is evidenced by the swag of awards pasted in their on-farm kitchen and the fact that demand totally outstrips supply. Their entire range includes between 10 and 20 different berry jams. Amongst the descriptors used to describe their products are "care", "distinctive", "unique", "quality", and "hand picked".



Photos taken from <http://www.pickyourjam.org/>

and Anne Smith (pseudonym) purchased Berry Good Times in the mid-eighties as a berry farm, with much of the farm having been "ploughed under". As Robert the run down state of the farm was a widespread phenomenon that occurred when organ and local contracts with berry farmers were terminated in the 1980s. The all in size, growing just two and a half acres of berries. The Smiths use all of to make the jam and do not source off-farm.

# Case Study Analysis

## ESACE Case Study 1: Westhaven Dairy



<http://www.westhavendairy.com.au>

Lorraine and Geoff Mance own and operate the Westhaven Dairy in Launceston, Tasmania. Originally, the Mances had 20 acres of land and a couple of goats. The goats were initially bought for the provision of milk for their daughter who suffered health problems. Lorraine jovially repeats one of her husband's sayings and advises people never to get a goat because it just keeps growing from there. Eventually the 20 acre property became too small and the Mances moved up the West Tamar, where they bought 400 acres.

The enterprise started as a humble business selling goat milk to private customers and supermarkets. During the peak periods of milk production, Lorraine found that she had an excess of milk. She began making small quantities of cottage cheese and a low-fat goat milk yoghurt and butter with the excess.



<http://www.westhavendairy.com.au>

## ESACE Case Study 2: Sorell Fruit Farm

**Sorell Fruit Farm**

NOW OPEN. Come pick your own berries and fruits ... and taste our wine.

We are a family business that specialises in growing superb berries & fruits in the rich soil of a wide river valley.  
[www.sorellfruitfarm.com](http://www.sorellfruitfarm.com)



[www.sorellfruitfarm.com.au](http://www.sorellfruitfarm.com.au)

Sorell Fruit Farm has "the widest variety of temperate fruits available in any 'Pick Your Own' in Tasmania." The farm produces strawberries, raspberries, loganberries, boysenberries, tayberries, silvanberries, blackcurrant, cherries, apricots, nectarines, peaches and apples.

Bob and Elaine Hardy are the principals of Sorell Fruit Farm. Elaine, an ex-school teacher, and Bob, an ex-Chief of the Fruit and Ornamentals Branch of the Tasmanian Department of Primary Industries and an agricultural consultant, both work full time in the business. Bob was looking to exit public service and noted that Pick-Your-Own enterprises were one of the most rapidly growing areas of horticulture in specific areas around the world.

## ESACE Case Study 3: Meadowbank Wines



[www.meadowbankwines.com.au](http://www.meadowbankwines.com.au)

The success story of Meadowbank Wine began in 1976 when Gerald and Sue Ellis purchased a grazing property at Glenora in Tasmania's Derwent Valley, after Gerald completed a Bachelor of Rural Science and Diploma in Financial Management at a mainland university.

established in 1850 ([www.meadowbankwines.com.au](http://www.meadowbankwines.com.au)), had a half hectare of vineyard already present when the couple purchased it. However, it was not until 1987 that Gerald and Sue planted more grapes, increasing its total to two hectares.

Throughout the 1990s, Meadowbank at Glenora gradually expanded their vineyard to where it is today: eleven hectares. Over the years, the property has also produced essential oils, small seed production, forestry, wool and beef production. Today the property only supports grazing and viticulture, having ceased the majority of cropping operations due to the high cost of those operations.



# Case Study Analysis

## Findings

- Cottage Industry Identity - meaningful as applied to the SACEs. Many of the defining characteristics of a cottage industry also applicable to the ESACEs.
- Artisanality - an appropriately assigned label in both the small-scale and expanded enterprises. Specific characteristics, approaches and the principals' role as 'artisanal entrepreneur' authenticated the ESACEs and their products as artisanal.
- Enterprises aligned with Ray's (2003) notion of the cultural approach to Endogenous Regional Development (ERD) and particular place and space characteristics.
- 'The short food supply chain' - a 'collective form of social action' - assisted in identity preservation. Heavily laden with eco-social information, these food chains can assist in challenging unsustainable agrifood production and related practice.
- There were more similarities than differences between the SACEs and ESACEs in the analysis regarding the cottage industry, artisanal and quality identities. This signals that growth can occur without necessarily compromising values and actions; all of which enable identity preservation and value-adding potentialities.

