Table S1. Competitive behaviors and assignment to Robinson & Pearce (1988) strategies

Twenty-two strategic options	Main strategy
1. Pricing below competitors	Service (-)
2. New product development	Innovation/Marketing
3. Broad product range	Not assigned
4. Extensive customer service capabilities	Service
5. Specific efforts to ensure a pool of highly trained experienced personnel	Efficiency
6. Extremely strict product quality control procedures	Efficiency
7. Continuing, overriding concern for lowest cost per unit	Efficiency
8. Maintaining high inventory levels (disregard the derivative of the aging of the product)	Not assigned
9. Narrow, limited range of products	Not assigned
10. Building brand identification	Marketing
11. Developing and refining existing products	Innovation
12. Strong influence over channels of distribution	Marketing
13. Major effort to ensure availability of raw materials	Not assigned
14. Major expenditure on production process-oriented R&D	Innovation
15. Only serving specific geographic markets	Not assigned
16. Promotion/advertising expenditures above the industry average	Not assigned
17. Emphasis on the manufacturing of speciality products	Innovation
18. Concerted effort to build reputation within industry	Service
19. Innovation in manufacturing process	Efficiency
20. Products in higher-priced market segments	Service
21. Products in lower-priced market segments	Service (-)
22. Innovation in marketing techniques and methods	Efficiency/Marketing

Source: Robinson & Pearce (1988)

Supplementary table to the article "Managerial capabilities and generic business strategies in the wineries of the 'Cava' protected designation of origin", by Juan R. Ferrer. Spanish Journal of Agricultural Research, Vol. 19, No. 2, 2021 (https://doi.org/10.5424/sjar/2021193-18018)