
Contents

| | |
|---|------|
| Foreword | xiii |
| Jean-Pierre COUDERC | |
| Introduction | xvii |
| Hervé HANNIN and Foued CHERIET | |
| Part 1. Business Strategy Applied to Wine | 1 |
| Chapter 1. Land Strategies and Installation in Viticulture | 3 |
| Etienne MONTAIGNE and Samson ZADMEHRAN | |
| 1.1. Introduction | 3 |
| 1.2. Issues and legal forms of installation. | 4 |
| 1.2.1. Issues of installation: the decline of the winegrowing population | 4 |
| 1.2.2. The legal forms of land and agricultural enterprises: from the individual to the collective. | 5 |
| 1.2.3. The number of employees and the dynamics of company forms | 6 |
| 1.3. The price of vineyard land | 7 |
| 1.3.1. Market trends | 7 |
| 1.3.2. Understanding the price of vineyard land. | 7 |
| 1.4. Regulations and installation aids | 11 |
| 1.4.1. Installation regulations | 11 |
| 1.4.2. Support for the installation of young farmers. | 11 |
| 1.4.3. Organizations supporting installation | 13 |
| 1.4.4. Financial assistance for installation | 13 |
| 1.4.5. Financing the installation. | 14 |
| 1.4.6. The GFV: the “Canada Dry” of crowdfunding? | 16 |
| 1.5. Land policy. | 17 |
| 1.5.1. Land legislation | 18 |

| | |
|--|-----------|
| 1.5.2. SAFER in viticulture | 19 |
| 1.6. From planting rights to planting authorizations: the new constraints of the wine CMO | 20 |
| 1.6.1. Evolution of European regulations and misappropriation of reputation . . | 20 |
| 1.6.2. Range, limitation and misappropriation of reputation | 21 |
| 1.6.3. The Cognac controversy: legislative adjustment, limits and vultures . . . | 22 |
| 1.7. What is a successful installation? | 23 |
| 1.8. Conclusion | 23 |
| 1.9. References | 24 |
| Chapter 2. The French Vineyard in the Face of Climate Change: Developing an Adaptation Strategy Based on Prospective Scenarios | 27 |
| Hervé HANNIN, Jean-Marc TOUZARD, Patrick AIGRAIN, Benjamin BOIS, Françoise BRUGIÈRE, Eric DUCHÈNE, Inaki GARCIA DE CORTAZAR-ATAURI, Jacques GAUTIER, Eric GIRAUD-HERAUD, Roy HAMMOND and Nathalie OLLAT! | |
| 2.1. Introduction | 27 |
| 2.2. The consequences of climate change for French viticulture | 29 |
| 2.3. A first step: an original prospective method | 30 |
| 2.3.1. Methodology | 30 |
| 2.3.2. Results: scenarios, from paths to adaptation strategies | 34 |
| 2.4. A second step: mobilizing professional actors towards strategic decisions and proposals for action | 35 |
| 2.4.1. Methodology | 35 |
| 2.4.2. Results achieved | 37 |
| 2.5. Applications and perspectives: from participatory science to action at several scales – towards the definition of a national strategy | 42 |
| 2.6. Conclusion | 44 |
| 2.7. References | 44 |
| Chapter 3. Coopetition in the Wine Sector | 47 |
| Julien GRANATA and Franck DUQUESNOIS! | |
| 3.1. Introduction | 47 |
| 3.2. History of coopetition in the wine sector | 48 |
| 3.2.1. Coopetition from the Sumerian period and during Antiquity | 48 |
| 3.2.2. The structuring of the wine sector in France | 50 |
| 3.2.3. Organizational innovations in the wine sector | 51 |
| 3.3. Illustrations of coopetition strategies in the wine sector | 53 |
| 3.3.1. Coopetition among the Pic Saint-Loup winegrowers | 53 |
| 3.3.2. The effects of coopetition on sustainable development: the cases of the Waipara cluster in New Zealand and of winegrowers in sustainable development in France | 55 |
| 3.3.3. International coopetition within major wine groups | 55 |

| | |
|---|-----------|
| 3.4. Conclusion | 59 |
| 3.5. References | 59 |
| Chapter 4. Innovation in Small Wine Cooperatives. | 61 |
| Valérie CECCALDI! | |
| 4.1. How can we manage innovation in small wine cooperatives? The mechanism developed by a regional French cellar | 61 |
| 4.1.1. Introduction | 61 |
| 4.1.2. Managerial innovation, a possible management system for wine cooperatives | 62 |
| 4.1.3. The workings of a mechanism resulting from the particularities of the wine sector | 64 |
| 4.1.4. Description of the main stages of the whirlwind mechanism deployed by the small cooperative cellar | 67 |
| 4.1.5. An operational framework boosted by the manager's learning | 70 |
| 4.1.6. Conclusion. | 73 |
| 4.2. References | 74 |
| Part 2. International Management and Wine | 77 |
| Chapter 5. 10 Years of Academic Research on Wine Exports is a Must! - A Bibliographical Review of Publications | 79 |
| Foued CHERIET and Carole MAUREL! | |
| 5.1. Introduction | 79 |
| 5.1.1. Context and objectives of the bibliographic retrospective: export, wine and SMEs. | 80 |
| 5.2. Methodology and description of the sample. | 84 |
| 5.2.1. Approach and selection of publications. | 84 |
| 5.2.2. Description of the sample of selected publications. | 86 |
| 5.3. Results obtained and discussion | 87 |
| 5.3.1. Characterization of export, wine, SME publications. | 87 |
| 5.3.2. Main lessons, discussion and proposals. | 88 |
| 5.4. Conclusion: summary, limitations and research perspectives | 91 |
| 5.5 References. | 92 |
| Chapter 6. Trading Policy, Export Strategy and Performance. | 95 |
| Ludivine DUVAL and Jean-Laurent VIVIANI! | |
| 6.1. Introduction | 95 |
| 6.2. Strategic alignment for better performance | 97 |
| 6.3. Empirical study | 99 |

| | |
|---|------------|
| 6.3.1. Control variable | 101 |
| 6.3.2. Independent variable: product adaptation | 101 |
| 6.3.3. Moderating variable: the export strategy | 102 |
| 6.3.4. Dependent variable: export performance | 102 |
| 6.4. Results | 105 |
| 6.5. Discussion and conclusion | 107 |
| 6.6. References | 108 |
| | |
| Chapter 7. Creation and Development of Wine Markets by Les Grands Chais de France in Africa | 111 |
| Franck DUQUESNOIS, Vincent VOISIN and Laure DIKMEN! | |
| 7.1. Introduction | 111 |
| 7.2. Theoretical foundations | 112 |
| 7.2.1. The creation of new markets through the breakthrough strategy | 112 |
| 7.2.2. The creation of new markets through the “bottom of the pyramid” strategy | 113 |
| 7.3. Methodological approach and case study | 115 |
| 7.3.1. Methodological system | 115 |
| 7.3.2. Presentation of Les Grands Chais de France and its evolution | 116 |
| 7.4. Analysis of results and discussions | 117 |
| 7.4.1. Does GCF adopt a breakthrough strategy to develop and create new markets in Africa? | 117 |
| 7.4.2. Does GCF adopt a “bottom of the pyramid” strategy to develop and create new markets across Africa? | 120 |
| 7.5. Conclusions, limitations and managerial implications | 122 |
| 7.6. References | 124 |
| | |
| Part 3. Finance Applied to Wine | 127 |
| | |
| Chapter 8. Characterizing the Financial Situation of French Winegrowing Operations | 129 |
| Magali AUBERT and Geoffroy ENJOLRAS! | |
| 8.1. Introduction | 129 |
| 8.2. Methodology and data used | 132 |
| 8.3. Analysis of the financial structure of winegrowing operations | 134 |
| 8.3.1. The trade-off between equity and debt | 134 |
| 8.3.2. Financial balance, cash flow and investments | 136 |
| 8.4. Analysis of the activity of winegrowing operations | 139 |
| 8.4.1. Gross production and sales | 139 |
| 8.4.2. Formation of the result | 140 |
| 8.4.3. Performance analysis | 141 |
| 8.4.4. Operational risk management | 144 |

| | |
|--|-----|
| 8.5. Conclusion | 146 |
| 8.6. References | 146 |
| Chapter 9. Sustainability of Wine Cooperatives | 149 |
| Justine VALETTE and Paul AMADIEU! | |
| 9.1. Introduction | 149 |
| 9.2. Cooperative versus non-cooperative businesses, which are most likely to continue? | 151 |
| 9.3. Sustainability in the French wine sector, an empirical study. | 152 |
| 9.4. Mechanisms behind the sustainability of French wine cooperatives | 156 |
| 9.5. Discussion | 157 |
| 9.6. References | 159 |
| Chapter 10. Governance and Performance of Wine Cooperatives: The Case of Languedoc-Roussillon | 161 |
| Louis-Antoine SAISSET! | |
| 10.1. Introduction | 161 |
| 10.2. The French wine cooperative sector in full transition. | 163 |
| 10.3. The specific governance of agricultural and winegrowing cooperative enterprises | 165 |
| 10.3.1. Founding principles that go beyond the traditional shareholder framework | 165 |
| 10.3.2. The different dimensions of cooperative governance | 167 |
| 10.4. The financial performance of wine cooperatives: an original approach | 168 |
| 10.4.1. The need for a specific financial approach | 168 |
| 10.4.2. A multidimensional measurement with adapted indicators | 170 |
| 10.5. Interactions between governance and performance of wine cooperatives in Languedoc-Roussillon | 172 |
| 10.5.1. The model and sample studied | 172 |
| 10.5.2. The three dimensions of governance of wine cooperatives | 174 |
| 10.6. Conclusion | 181 |
| 10.7. References | 182 |
| Part 4. Marketing and Communication in Viniculture | 185 |
| Chapter 11. Label Graphic Design as a Tool for Wine Brand Positioning | 187 |
| Josselin MASSON, Karine GARCIA and Franck CELHAY! | |
| 11.1. The graphic design of the label as a vector of meaning: a semiotic approach. | 188 |
| 11.2. The existence of categorical visual codes for wine labels | 190 |
| 11.3. How do we identify and interpret these categorical visual codes? | 191 |

| | |
|---|-----|
| 11.3.1. Content analysis | 191 |
| 11.3.2. Semiotic analysis as a tool for interpreting categorical visual codes | 191 |
| 11.4. The categorical visual codes of the wine label. | 192 |
| 11.5. Wine label storytelling. | 192 |
| 11.6. Semiotic analysis, a fruitful method for researchers and marketing professionals | 196 |
| 11.7. Appendix 1 | 198 |
| 11.8. Appendix 2 | 199 |
| 11.9. References | 200 |
| | |
| Chapter 12. Wine in French Cinema: The “Loi Évin”, Communication and Placement | 203 |
| Foued CHERIET! | |
| 12.1. Introduction. | 203 |
| 12.2. Product placement in cinema: economic issues, image issues and a long, uncertain regulatory framework | 204 |
| 12.3. The <i>loi Évin</i> , communication and placement of wine in the cinema | 208 |
| 12.4 Methodological approach: film selection and data processing | 213 |
| 12.5. Main results and discussion | 215 |
| 12.6. Conclusion, limitations and perspectives. | 219 |
| 12.7. Appendix | 220 |
| 12.8. References | 222 |
| 12.9. Other documents and webography | 224 |
| | |
| Chapter 13. Marketing and Export Approach for French Wines: The Case of LGI Wines | 225 |
| Foued CHERIET! | |
| 13.1. Introduction. | 225 |
| 13.2. Wine in France: key figures, specificities and global trends | 226 |
| 13.3. France, a major player in the international wine trade | 228 |
| 13.4. Supply marketing versus demand marketing for wine: what are the differences? | 231 |
| 13.5. Methodological approach and presentation of LGI Wines | 235 |
| 13.6. LGI Wines’ atypical model in the French wine landscape | 236 |
| 13.7. What are the prospects for LGI Wines? | 238 |
| 13.8. Conclusion and implications | 240 |
| 13.9. Appendix: Interview with Mr Cédric Duquenoy (Export Director, LGI Wines) | 240 |
| 13.10. References. | 242 |

| | |
|--|-----|
| Conclusion | 245 |
| Paul AMADIEU, Foued CHERIET, Hervé HANNIN and Carole MAUREL! | |
| List of Authors | 253 |
| Index | 257 |