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 DUCHÊNE, 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 *loi Évin*, 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