

# Strategy and Management in Wine Business (EM1S5M21)

Program	PGE
Course set (UE) / Credits (ECTS) / Track / Specialization	<b>Module :International Wine Management : 19 ECTS.</b> <ul style="list-style-type: none"><li>International Wine management and tourism</li></ul> <b>Module :UE 5 International Wine Marketing and Management : 9 ECTS.</b> <ul style="list-style-type: none"><li>MAE - Management du Tourisme</li></ul>
Discipline	Strategy
Year	2020
Semester	B
Open for visitors	yes (4 ECTS)
Available spots	35

## Coordinator

Armand GILINSKY

## Lecturers

Instructor	Population	Email
Armand GILINSKY	Population	

## Course format

Working language :	English
Volume of contact hours :	24 h
Workload to be expected by the student :	72 h

## Course track

Track : Attendance

### Attendance track :

Attendance at lectures/tutorials and intermediate/final assessments is mandatory. As in-class work constitutes an essential element of evaluation, any unjustified absence will be penalized (*see Study and Examination Regulations*) and factored into the final grade (*see Assessment*).

### Autonomous track :

Attendance at intermediate/final assessments is mandatory, but students have the option of attending lectures/tutorials.

Attendance at lectures/tutorials and intermediate/final assessments is mandatory for all degrees making up the Master's Program and all degrees involving co-op (*apprentissage*). Attendance track must therefore be selected.

## Contribution of the course to the educational objectives of the program

How the course contributes to the program :

**LEARNING GOAL 1 : Students will master state-of-the-art knowledge and tools in management fields in general, as well as in areas specific to the specialized field of management.**

Students will identify a business organization's operational and managerial challenges in a complex and evolving environment.

Students will understand state-of-the-art management concepts and tools and use them appropriately.

Students will implement appropriate methodologies to develop appropriate solutions for business issues.

**LEARNING GOAL 2 : Students will develop advanced-level managerial skills.**

Students will work collaboratively in a team.

Students will participate in a decision-making process in a critical way.

Students will communicate ideas effectively, both orally and in writing, in a business context.

**LEARNING GOAL 4: Students will study and work effectively in a multicultural and international environment.**

Students will analyze business organizations and problems in a multicultural and international environment

## Description

Competition is everywhere! Strategic management entails generating choices to be made among competing alternatives to produce a competitive advantage and earn above-average returns. This capstone business seminar is intended to help you to generate the questions you need to ask to make the right decisions about the future of a business or non-profit organization.

## Educational organisation

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In class

**Lectures**

**Tutorials**

**Tutoring**

In groups

**Case studies/texts**

Interaction

**Games (educational, role play, simulation)**

## Learning outcomes

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**Upon completion of this course, students should be able to :**

- **Describe** Planning, execution and strategic leadership — relates to understanding, critically examining and evaluating information to set and achieve a mission, vision, and goals (LO1, covered in Topic 1)
- **Formulate** Situation analysis and RECOMMEND strategic positioning — relates to recognizing the context of information and creating and choosing among strategic alternatives (LO3, covered in Topic 3)
- **Set up** strategy — relates to designing and sharing information with stakeholder audiences to meet a variety of purposes; demonstrating proficiency with the tools of technology; building relationships with others to pose and solve problems cross-culturally (LO4 & LO5, covered in Topic 4)
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## Outline

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PRIOR-TO-CLASS

Read and prepare to discuss before you arrive today:

“Approaching and Presenting a Case”

“NakedWines.com—Disrupting the Wine Industry?” (case study)

“A Note on Strategic Planning” (Gilinsky)

SESSION 1 - Monday 6th of April - 8h-12h

Daily Individual Contribution Value = 10 points (0-5 for each session)

Daily Group Contribution Value = 10 points for presentation

Introductions

Strategic management concepts

Overview of disruptive changes in the wine industry

Reading and understanding case studies

SESSION 2 - Monday 6th of April- 14h-18h

Study questions for “NakedWines.com— Disrupting the Wine Industry?”

1. Who are NWC’s stakeholders? What do they want/need/expect (values)?

2. Which forces in the operating environment have the biggest impact on NWC? [15 minutes]

3. How well is NWC positioned to take advantage or at least minimize the impact of those forces?

4. Rowan Gormley recognizes that his young company has limited resources, so he can focus on only one initiative in the next year. How would you determine which of the three challenges mentioned in the first paragraph of the case — acquiring new customers, retaining existing customers, refining its mobile application strategy — should Gormley and his team focus on first?

5. What are the assumptions that he needs to make, such as business metrics, for each area of focus?

6. Based on your answers to the previous questions, what might change your mind on advising Rowan Gormley how to proceed?

Group discussion and team presentations.

SESSION 3 - Tuesday 7th of April - 8h-12h

Daily Individual Contribution Value = 10 points (0-5 for each session)

Daily Group Contribution Value = 10 points for presentation

Read and prepare to discuss and calculate ratios BEFORE YOU ARRIVE TODAY:

- A Note on Financial Ratios (Gilinsky)

- A Note on Conducting Situation Analysis (Gilinsky)

- How Competitive Forces Shape Strategy (Porter)

- “Russian River Brewing Company in 2016: Positioning Pliny the Younger Craft Beer” (case study)

Prepare the ratios at home before you come to class.

Study questions for “Note on Financial Ratios”

1. Is this a financially well-managed firm? How do you know?

2. Based on a ratio analysis, where do you see areas of strength? Areas for improvement?

3. Which contextual factors might change your mind on the above?

Lecture and group discussion

SESSION 4 - Tuesday 7th of April - 14h-18h

Study questions for “Russian River Brewing Company in 2016”

1. Describe the competitive conditions in the craft beer industry in 2016: Are rivals satisfied with their positions?

2. How would you assess RRBC’s position and performance in the craft beer industry (hint: use PESTEL and Porter’s five-force and financial ratio analysis to support your position)?

3. Do you believe that the Cilirzos’ strategy process with respect to tourism is proactive or reactive? For what reasons?

4. What strategy process has RRBC followed? Should the process be revised? Justify your choices using a SWOT analysis.

5. What recommendation would you make Natalie and Vinnie Cilurzo to help them achieve a consensus on company strategy going forward?  
Group discussion and graded team presentations.

SESSION 5 - Wednesday 8th of April - 8h-12h

Daily Individual Contribution Value = 10 points (for morning session) + 20 points for final paper = 30 points

Daily Group Contribution Value = 10 points for presentation + 10 points for paper = 20 points

Read and prepare to discuss BEFORE YOU ARRIVE TODAY:

“Prise de Mousse: Where Do We Go from Here?” case study

A Note on Conducting Environmental Scanning” (Gilinsky)

Each group – prepare and submit a paper with answers to study questions to your folder on Google Drive by 9:35.

Group presentations — Final (Grade weight = 20 points) commence at 10:35.

(Upload both to Google drive folder)

1. What are the key challenges for PdM in the wine tourism industry in Champagne, France?

2. How do you view PdM as a wine tourism business? Conduct an opportunity analysis.

3. How would you evaluate PdM’s success thus far? Evaluate the financial strengths and weaknesses of PdM.

4. What recommendations would you make to Nathalie and Fabrice concerning the next steps to transform PdM to an entrepreneurial growth venture?

5. Suggest alternative approaches to achieving their goals, and identify the pros and cons of the alternative approaches.

SESSION 6 - Wednesday 8th of April - 14h-18h

Each individual student writes and submits a reflection paper (use MS Word), due to Google Drive folder by 18:00.

Be sure that your name and today’s date appear in the upper right-hand corner of each page. Page limit <5 pages. (Grade weight = 20 points)

No late papers will be accepted, sorry.

Please answer ALL of the following questions:

1. What were your expectations for this class and how well were they met? What could be improved? Be specific.

2. What did you learn about strategic management of businesses that produce wine and other alcoholic beverages? List at least three “take-aways” (or learned lessons) and discuss.

3. Based on what you heard and saw in the presentations in Session VII and your knowledge of sustainability from Session VIII, compare and contrast the competitive characteristics of two different wine producing regions or countries. If you were starting a wine business, which region would be more favorable for you to enter? Why?

4. What do you think worked particularly well for your study group? Be specific. What could have worked better for your study group? Be specific. What lessons about team building have you learned?

## Prerequisites

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**Key concepts to understand :**

**Knowledge of :**

NA

## Teaching material

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**Documents in all formats**

- Case studies

**Software**

- Office Pack (Word, Excel, PowerPoint, Access)
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## Recommended reading

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**Major works :**

Case studies available for purchase from Harvard Business School Publishing

Newton, S.K. & Gilinsky, A. (2015), “Naked Wines.com: Disrupting the Wine Industry?” Case Research Journal, 35(4).

Canavati, S., Gilinsky, A., Young, J., & Villarreal daSilva, R. (2011), “Russian River Brewing Company in 2016: Positioning Pliny the Younger Craft beer for Growth”, Case Research Journal, 38(3), Summer, 81-95.

Newton, S. A., Nowak, L. I. & Li, J. Prise de Mousse: Where Do We Go from Here?” forthcoming in 2020 in Wine Business Case Research Journal, Vol. 4.

**Further reading :**

Readings (all free, on Google Drive folder provided by the instructor)

Gilinsky, A. (2016), “Approaching and Presenting a Case”

Gilinsky, A. (2015), “A Note on Ratio Analysis”

Gilinsky, A. (2015), “A Note on Environmental Scanning”

Gilinsky, A. (2015), “A Note on Strategic Planning”

**Research works by EM Strasbourg :**

## Assessment

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**Intermediate evaluation / continuous assessment 1 : 6 to 8th April**

written / individual / English / weighting : 60%

additional information : Individual case analysis paper on “Naked Wines” (10 points) Individual case analysis paper on “Russian River Brewing Company in 2016” (10 points) Individual final reflection paper (40 points)

**This evaluation serves to measure LO1.1, LO1.2, LO1.3, LO2.2, LO4.2**

**Final assessment : 6th to 8th April**

written / in group / English / weighting : 40%

additional information : Group presentation on “Russian River Brewing Company in 2016” -- PowerPoint with narration if possible (10 points) Group presentation on “Naked Wines” -- PowerPoint with narration if possible (10 points) Group presentation of “Champagne Bar” case -- PowerPoint with

## **Grounds for expulsion from classes**

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Behaviors such as

**arriving late, leaving early, or exiting the classroom at inopportune moments during class**

**ostentatiously eating or drinking in class**

**using smartphones or laptops for non-class-related purposes**

**reading texts unrelated to the course**

**discussing topics unrelated to the course**

**disrespecting the lecturer**

may lead to expulsion from the class/course.