

French Wine Industry a Stakeholder Perspective (EM1S5M25)

Program	PGE
Module / ECTS / Path / Specialisation	<p>Module :Wine Marketing and sales : 17 ECTS.</p> <ul style="list-style-type: none"> International Wine management and tourism <p>Module :UE 5 International Wine Marketing and Management : 9 ECTS.</p> <ul style="list-style-type: none"> MAE - Management du Tourisme
Discipline	Strategy
Year	2019
Semester	A
Open for visitors	yes (3 ECTS)
Available places	35

Coordinator

Coralie HALLER

Lecturers

Instructor	Population	Email
Coralie HALLER	Population	coralie.haller@em-strasbourg.eu

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 lecture / tutorial classes and intermediate / final exams is mandatory. As evaluation of in class work constitutes an essential element of grading, any absence will be penalized and is taken into account for grading purposes (see academic rules and regulations).

"Autonomous" track :

Attendance at intermediate / final exams is mandatory, but students are free to attend lecture / tutorial classes.

For all Master programs and all other programs realized in the form of dual internships (apprentissage), attendance at lecture / tutorial classes and intermediate / final exams is entirely mandatory. Therefore, only the "Attendance" track can be selected.

Contribution of the course to the educational objectives of the programme

How the course contributes to the programme :

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

The wine production sector is going through a period of rapid change, especially at international level, resulting in a number of challenges for wine organisations. They have to consider not only the emergence of mass marketing and changes in consumption practices but also the important competitive density and the legislation, which differs from one country to another, when producing and selling their wines. There are also other constraints, more local, such as difficulties of settling down and transmission, land pressure or soils constraints (irrigation in particular). In this uncertain context, it seems necessary for wineries to understand their environment to be able to anticipate strategic issues they are facing or will be facing in the coming future

This course provides participants with a study of the international and the French Wine Business environment. It is dedicated to give participants awareness and understanding of strategic perspectives and unique challenges faced by organisations within the wine industry. The objective is for participants to have the opportunity to develop their skills and acquire knowledge about the highly competitive and changing wine business environment.

The course is conducted on an intensive mode in a 3 days seminar. Participants will be encouraged to actively engaged through class discussions and group presentations.

Educational organisation

In class

Lectures

Presentations

Tutorials

In groups

Projects

Case studies/texts

Oral presentations

Interaction

Discussions / debates

Workshops

Assignments

Individual projects (online assignments, video,)

Specific projects / case studies

Learning outcomes

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

- **Describe** what are the major challenges faced by organisations within the global and French wine industry;
- **Recognize** the role played by different stakeholders in the French and Global wine business environment;
- **Discuss** what are the implications of major challenges for organizations related to the global wine business environment
- **Use** strategic Management tools to conduct a strategic analysis of the external environment of a wine industry
- **Appraise** industry and competition – analysing an organization in its competitive environment, synthesize simultaneous streams of information, and make recommendations;
- **Develop** a critical thinking in solving problems related to wine business challenges;

Outline

Session 1 - Monday 16/9 - 8h30-10h30 - Coralie HALLER
Course Introduction, assignments and Assessment review/ ice breaker
Global Wine trends, International and France

Session 2 - Monday 16/9 - 10h45-12H30 - Coralie HALLER
French Wine industry: roles of, and interrelationships between various stakeholders

Session 3 - Monday 16/9 - 13h30-15h30 - Coralie HALLER
- Wine Business strategy: Old vs new world
- Strategic Management: External Environment analysis: macro-environmental analysis (PESTEL) industry (Porter 5 forces)

Session 4 - Monday 16/9 - 15h45-17h30 - Coralie HALLER
Group working session

Session 5 - Tuesday 17/9 - 8h30-10h - Coralie HALLER
Group working session

Session 6 - Tuesday 17/9 - 10h15-12h30 - Coralie HALLER
Group Presentation A#1

Session 7 - Tuesday 17/9 - 13h30-17h30 - Christophe EHRHARDT
AOP-AOC classification and European impact
Eco-system of Alsace

Session 8 - Wednesday - 18/9 - 8h30-12h30; 13h30-16h - Reto THORIG
The Scandinavian Monopoly markets are of significant importance in regard of alcohol sales figures and therefore a potential target market for producers and exporters. As monopolies impose restrictions and legal constraints, it is important to know the rules and their code of conduct.
This lecture introduces the students to the general and country-specific practice of each monopoly market. With an accurate insight knowledge and understanding of the mechanisms within the markets, students will be able to develop an approach to the Scandinavian markets.

Prerequisites

Key concepts to understand :

Knowledge of :

Basic of strategic Management

Strategic Management

Strategic diagnostic

PESTEL Model

Porter 5 forces

Teaching material

Documents in all formats

- Syllabus
- Transparencies in paper format
- Newspaper articles
- Case studies

Recommended reading

Major works :

Charters, S. & Gallo, J. (2014) Wine Business Management, Pearson

Mora, P. (2013) Wine Business Cases Studies: Thirteen case studies from the real world of Wine Business Management, The Wine Appreciation Guild, San Francisco

Further reading :

1- Mariani, A., Pomarici, E. & Boatto, V. (2012) The International wine trade: recent trends and critical issues, Wine Economics and Policy, p.24-40.

2- Montaigne, E. & Coelho, A. (2012) Structure of the producing side of the wine industry: firm typologies, networks of firms and clusters, Wine Economics and Policy, p.41-53

3- Jeffords, A. (2010) New world versus old world success in global wine market by 2030, conference workshop on "The world's wine markets by 2030: terroir, climate change, R&D and globalization", Adelaide convention center

Research works by EM Strasbourg :

Assessment

Intermediate evaluation / continuous assessment 1 : session n° Session 6

oral (15 min) / in group / English / weighting : 40%

additional information : **FORMAT:** Groups are asked to prepare a 15-minutes presentation for session 6. Each student must contribute to both the presentation and delivery however it will be up to each group to decide the allocation of tasks. Students will be restricted to the use of PowerPoint overheads transparencies for doing this presentation. This restriction is to ensure all students have an equal basis for marking. - Group who fail to turn up for their report will receive zero marks. Moreover, 1 day late submission = minus 1 point on final grade

PROJECT: You are required to conduct a strategic analysis of the wine industry EXTERNAL environment from a specific country using different strategic management frameworks: 1. Macro-environment analysis 1.1. Conduct a PESTEL analysis with the identify how future trends in the political, economic, social, technological, environmental, legal might impact wine companies in the country you decided to study 1.2. Identify 4 key factors

for changes (KFC) and justify your answer 2. Industry analysis 2.1. Use the Porter's 5-forces framework to analysis the wine industry in your chosen country. Describe each of the 5 forces. 2.2. The objective is to evaluate market's attractiveness and potential opportunities and threats. In this perspective, you need to rate each force from 1 to 5 (1 = low and 5 = High) and explain why? 3. Suggest 2 scenarios which are detailed and plausible views of how the wine industry might develop in the future;

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

Intermediate evaluation / continuous assessment 2 : Session 1 to 8

oral / individual / English / weighting : 10%

additional information : Individual participation and attendance There is an emphasis on thinking about and asking important questions, rather than fixing on "right" answer.

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

Final assessment : session n° Session 9

written (1.15 min) / individual / English / weighting : 50%

additional information : Final Exam More details given session 8

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

Grounds for expulsion from classes

Such behaviors as...

arriving late, leaving early or unannounced leaving of the classroom during class time

disruptive eating or drinking in class

using smartphones and laptops for non class-related purposes

reading non class-related documents

chatting on non class-related issues

showing disrespect towards lecturers

... may lead to expulsion from classes.