

# International Export Strategies in Wine Business (EM1S5M31)

Program	PGE
Module / ECTS / Path / Specialisation	<b>Module :International Wine Management : 19 ECTS.</b> ● International Wine management and tourism
Discipline	Strategy
Year	2019
Semester	B
Open for visitors	yes (3 ECTS)
Available places	35

## Coordinator

## Lecturers

Instructor	Population	Email
N1 N1	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 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

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How the course contributes to the programme :

## Description

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In the wine business today, companies have to solve new issues created by the competition density among different players and industry global changes. The wine business internationalization and the wine industry globalization processes are forcing companies to reshape their strategic positioning and planning. The big players have been obliged to leave non-core businesses and run business unit disposals, reinforcing their attention exclusively on the consolidation of their global ownership while many small wine business owners are questioning about their export positions. As a result, the relative 20 hours course is built on both academic frameworks and pragmatic experiences. Participants will have a practical grasp of what it is to design a strategic export business plan considering issues related to distribution system and price building. A particular focus will be given to the USA market.

## Educational organisation

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In class

**Lectures**

**Tutorials**

In groups

**Case studies/texts**

**Oral presentations**

Interaction

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

**Discussions / debates**

Assignments

**Individual projects (online assignments, video,)**

**Specific projects / case studies**

**Readings**

## Learning outcomes

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

- **Define** what are the internationalization key drivers of a wine business whatever its size and geographical location; and highlight the implications in a global context
- **Describe** the export orientation of a company and its internal and external abilities to establish an international market positioning and show how they arrive to the findings
- **Relate** the options to a further internationalization of a wine business and explain the key assumptions. Make predictable outcomes
- **Compare** the competitive advantages of a wine company respectively to its main competitors in a peers analysis perspective
- **Develop** the alternative interpretations, and reservations to your findings and recommendations
- **Select** the main drivers of the indicated global wine business strategy

## Outline

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- I- The Uppsala model and its limitations
- II- The tools to map an internationalisation strategy
- III- The strategic diagnosis and valuation of an internationalisation strategy through a peers analysis
- IV- Build wine price structure
- V- Role play

## Prerequisites

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### Key concepts to understand :

- knowledge about the global wine production and consumption
- Macroeconomic and Microeconomic basis

### Knowledge of :

NA

## Teaching material

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### Documents in all formats

- Worksheets
- Books
- Case studies

### Software

- MS EXCEL
- MS POWERPOINT
- Dropbox/GoogleDrive/SkyDrive

### Additional electronic platforms

- Slideshows
- Audio documents
- Other

## Recommended reading

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### Major works :

W. Kim, R. Mauborgne (2015): "Blue ocean strategy: How to create uncontested market space and make the competition irrelevant", HBR Press, Boston  
D.M. Gray (2015) The exporter's Handbook to the U.S. wine market.  
TTB web site; Beverage Trade Network <http://www.beveragetradenetwork.com>

### Further reading :

M. Porter (1996): "What is strategy?", HBR Press, Boston.  
M. Porter (2008): "The five competitive forces that shape strategy", HBR Press, Boston.

### Research works by EM Strasbourg :

## Assessment

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**Intermediate evaluation / continuous assessment 1 : session n°2**  
oral / in group / English / weighting : 20%

additional information : Group Presentation - Analysis on a single business case: Chapoutier; - Analyse the historical key drivers that have defined the international development of the company in the wine business; - Design the global business strategy of the company/wine division to date and its perspectives; - Comment its abilities and limitations to respond to the pressure of globalisation

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

**Intermediate evaluation / continuous assessment 2 :**

written / in group / English / weighting : 40%

additional information : Group written report - Identify the main competitors of the company and their main markets (by volume, by value); - Build up, select and justify the financial ratio calculated in the peers analysis; - Write conclusions and recommendations destined to the owner of the company

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

**Intermediate evaluation / continuous assessment 3 : session n°1-5**

written / individual / English / weighting : 10%

additional information : Individual Assignment - MCQ 1 et MCQ 2

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

**Intermediate evaluation / continuous assessment 4 : session n°6**

oral / individual / English / weighting : 30%

additional information : Individual role play - What is the matching point between suppliers and distributors?

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

## Grounds for expulsion from classes

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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.