EXPLORING THE 'GIVE AND TAKE' IN TERRITORIAL BRANDING

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In winemaking, the importance of place is paramount and very important in the marketing of the products (Charters, Spielmann and Babin, 2017). Terroir, or a sense of place (Spielmann and Charters, 2013), gives wines their unique characteristics in terms of taste (e.g., based on the grape varieties used) but also in terms of the traditions and workmanship associated to the place where the product is made (e.g., specific production methods, such as making vin jaune in the Jura). These facets give flavor, texture and reputation to the wines, and they also make them more recognizable to consumers. Few bottles are as unique as the clavelin from the Jura, which is used to make vin jaune, and contains only 620ml (versus the 750ml standard used for most wine bottles). However, while individual brands operate within wine regions, they are often buoyed by a territorial brand (Charters and Spielmann, 2014; Spielmann and Williams, 2016). This territorial brand serves all brands within the region without actually being proprietary to any brand. The territorial brand serves as a marketing ombudsman, carefully ensuring the homogeneity of the marketing messages that are communicated about the region and its products. This means that individual brands can have their own marketing messages, but they must also include a communal message about the similarities it shares with other brands. For example, the Bourgogne Wine Board (BIVB) regulates the nomenclature used when referring to Burgundy wines, insisting that all producers speak of Bourgogne instead of Burgundy in order to "re-affirm its identity as one of the most iconic 'brands' of France" (BIVB website, 2018). The BIVB also refers to its landscapes as "climats" in order to differentiate itself from other regions. Thus, it is difficult to imagine the image of a winery without considering the image of the territory in which it operates.

The objective of this study is to uncover how individual brands, in two different wine regions (Champagne in France and Franconia in Germany), with two different types of reputation, reconcile the territorial brand within their own marketing mix. We focus on the interaction between the individual brands and the territorial brand in each of these regions in order to provide new insights into the give (i.e., the effect on the collective) and the take (i.e., the dependence on the collective) within territorial branding. We interviewed product managers and brand managers for growers, cooperatives and houses. What results is a fine-tuned analysis of coopetition between brands and the natural tendency for individual brands to feed the territorial brand.

Our first step was to contrast the collective with the firm and outline the positive and negative aspects of being in any of the quadrants. The second step was to examine in depth the brand equity implications that emerge from the interaction of the collective territorial brand and individual brand give and take. Three first order themes emerged: the influence of territorial actors in the creation/maintenance of firm image, the influence of the territorial brand on the individual firms' marketing mix, and how sense of belonging to the collective by the individual brand determines intentions to "give" to the territorial brand.

The analytical framework provided in this research leads to some interesting research implications for products that market their origins, such as wines, and provides new insights into location-bound coopetition. Our analysis emphasizes the importance of origin as a resource versus location resources (Tracey et al., 2014) in fostering alliances. We show how an important outcome of territory-based coopetition is the territorial brand. To expand on previous literature regarding compound coopetitive relationships (Ross & Robertson, 2007) our findings suggest that territorial brands can emerge as a result of partial interdependence between firms due to shared territory-specific resources. We consider the impact that the creation of territorial umbrella brands from the bottom-up rather than the top-down has on a firm's implication in the territory. We show that when the territorial brand is efficient, individual firms are more likely to give to communally raise the territorial brand and reap the benefits of resulting positive associations (Keller, 1993). Second, territorial brands are invariably non-proprietary (unless there is resource monopoly, in which case the territorial brand is a corporate brand). Rather, a territorial brand can emerge as a result of numerous firms sourcing resources from the same origin and then marketing that origin. The territorial brand is foremost upheld by the presence and activity of the firms, that are instrumental in maintaining, the image of the territorial brand. Importantly, the more firms are likely to give, the more they can take away from the territorial brand, often in the form of higher product valuation.