

Relationship between Business Model and Strategy in the Wine

Industry: An Explorative Study

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Abstract

Academically, there is a lack of information concerning how SMEs operate in the wine sector – particularly in Europe – from a strategic perspective (Spiga, 2015). Moreover, dynamic marketing and sales, increasing mechanized processes, brand image development, environmental issues and management optimization are key parameters to create value, a structural goal for each business model (BM). In the framework of a wine estate, analyzed globally and with a sustainable vision, performance includes environmental, organizational, societal and economic aspects. Within a very competitive environment, we investigate the strategy and BMs of wineries located in France, Italy and in the United States. Our findings are that the strategy of those entities exists but is not formalized, that they nevertheless adopt different BMs and that sustainable practices enable them to reconcile their BM with their strategy.

Key words: Business Model – Strategy – Performance – Sustainability – Innovation.