

A PRODUCT'S BRAND IS ITS NATION'S BRAND: A CASE STUDY ON THE
PROMOTION OF CHILEAN WINES IN THE UNITED STATES

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ABSTRACT

Pablo Andrés Miño Navarrete: A product's brand is its nation's brand: A case study on the promotion of Chilean wines in the United States
(Under the direction of Dr. Joseph M. Cabosky)

In the last 25 years, Chile opened its economy to the world, exporting different goods and services and signing trade agreements with more than 60 countries. Wine is one of the most exported products from Chile to the United States. However, despite the economic success in the relations between both countries, Chilean wines still seem to be unknown to the average American citizen. Through a competitive analysis and in-depth interviews, this study seeks to understand how Chilean wineries can make use of different integrated marketing communications (IMC) campaigns to strategically approach publics involved in the wine distribution chain, such as wholesalers, owners of restaurants, sommeliers, chefs, managers at supermarkets, specialized media outlets in wine and gastronomy, and also final consumers.

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CHAPTER 1: INTRODUCTION

In New York City, a couple decides to finish their day drinking a glass of wine. A group of preschoolers in Los Angeles have sliced pieces of apple for dessert at their lunch. In Chicago, a chef in a restaurant decides to use olive oil instead of ranch to dress his salads. What do they all have in common? They are consuming products grown, harvested, and then exported from Chile to the United States. Bottled wine, fresh fruit, and olive oil are just a few of the Chilean products that Americans can buy at their nearest grocery store. When some U.S. cities are going through their hardest winters, their supermarkets are still filled with products like fresh grapes, apples, and blueberries, due to the Southern hemisphere's summer.

The successful trade relations between the two nations is a result of their Free Trade Agreement (FTA), which was signed in 2003 and entered into force in 2004. In 2014, the United States accounted for 15.8% of Chile's foreign trade, totaling \$22.6 billion ("Chile and the US highlight benefits of the FTA and TPP," 2015). In 2015, U.S. imports of Chilean agricultural products totaled \$2.9 billion, making Chile America's 13th largest supplier of agricultural imports (U.S.-Chile Trade Facts, 2016).

Wine is one of the most exported products from Chile to the United States. Despite the economic success in the relations between both countries, Chilean wines still seem to be unknown to the average American citizen. Exporters of Colombian coffee, French wine, and Russian vodka have all promoted their products using their *country-of-origin* as a hook—remarking that each Colombian coffee grain is extracted in the highest peaks of the Andes (Molleda and Roberts, 2008), promoting the Bordeaux, Burgundy and Champagne regions

(among others in France) as the best locations for wine production (Cholette, 2004), and enhancing the methods employed by Russian vodka producers to distill the liquor (Abramovich, 2004). Other nations have promoted their gastronomy to go beyond the cuisine and brand themselves through dishes and drinks (USC Center on Public Diplomacy, 2015). For example, since 2006, Peru has invested in national cookbooks, high-profile food festivals, and the establishment of Peruvian restaurants all over the world. Thailand's campaign, "Global Thai," was launched in 2002 aiming to internationalize dishes like *Pad Thai* and *Pad See Eiu* with the objective to cultivate economic opportunities and partnerships for Thai chefs, food products, and Thai culture abroad. In 2009, South Korea launched a \$77-million initiative called "Korean Cuisine to the World" in order to promote the "Kimchi diplomacy" and quadruplicate the number of Korean restaurants worldwide (Rockower, 2012; Zhang, 2015). So far, Chile has not taken either of those approaches to promote its food or wine industry.

Nations need to promote a positive and pleasant image to attract tourism, investment, and to foster exports (Fan, 2006; Kotler and Gertner, 2004; Van Garderen, 2014). A positive image also helps the country to gain international recognition and enhance a favorable public opinion (Lee, 2007; Lee and Yoon, 2010; Lee and Hong, 2012). On the other hand, exporters from the same country benefit from that positive image of their country—the *country-of-origin* effect (Elliot and Cameron, 1994). For example, be it Colombian coffee, French wine or Russian vodka, these products contribute to a favorable nation brand of their respective countries—and they also benefit themselves gaining a higher reputation due to its country of origin. In that sense, the objective of this promotion is twofold: it fosters a positive image of that country abroad and enhances the development of its own businesses.

This thesis intends to explore if Chile can improve its nation brand in the United States through its wine industry. Chilean wine has reached international recognition in the last decade due to its high quality (Clarke, 2016; Suckling, 2016). Chile could make use of that industry to enhance its soft power and nation brand abroad. If that were to happen, Chilean winemakers could use that nation brand to enhance their businesses and reach higher prices for their products—which have proven to be high quality but low-priced (El Mercurio, 2016).

In that sense, the final objective of this thesis is to understand how Chilean wines can make use of communication and branding tactics to strategically approach publics involved in the wine distribution chain — such as wholesalers, owners of restaurants, sommeliers, chefs, managers at supermarkets and specialized media outlets in wine and gastronomy. That will enhance Chile's soft power abroad and will also boost its nation brand to help winemakers to reach a higher international recognition due to its country of origin.

CHAPTER 2: LITERATURE REVIEW

Different disciplines have traditionally dealt with the study of country images and nation brands, especially the fields of political science and marketing.

In political science, concepts such as public diplomacy and soft power tend to be more common. These relate to the use of the reputation of a country as a source of power for diplomatic relations with other nations abroad and the promotion of that soft power through public diplomacy (Nye, 2004; Gilboa, 2008; Nye, 2008; Golan, 2013).

In marketing, nation branding (Anholt, 2002), nation brands (Fan, 2006), the *country-of-origin effect* (Elliot and Cameron, 1994), and competitive identity (Anholt, 2015) have been used to explain how the image of a country can have a positive impact on the sales of determined products and services made or provided by that nation, such as wine, tourism, or raw materials, among others. So far, Fullerton has been one of the only scholars to propose a model that interconnects the concepts coming from both fields with her “Model of Country Concept” (Fullerton, 2015). This model recognizes different perspectives that play a significant influence shaping the image of a nation abroad, such as its people, tourism, exports, governance, investment and culture. Even though some of these perspectives cannot be managed, the model also recognizes that there are certain attributes that a nation can use to promote a pleasant brand abroad, through public diplomacy efforts.

From different perspectives, both disciplines contribute to the debate of how foreign audiences perceive the images of countries, and how nations have worked in the development of those perceptions.

Nation brands as a form of political power

Breathtaking landscapes, pleasant people, exquisite cuisine, and a cultural scene that thrives are just a few of the elements that shape a nation's identity, all which can also be used as a form of power. Traditionally, a nation's *hard power* has been attributed to its geographic and demographic size, economic resources, or the strength of its army (Campbell and O'Hanlon, 2006).

However, since the end of the Cold War and especially since the 2000s, it has also become important for nations to project an image related with the use of non-force actions that cooperate with the balance in world affairs. A country's cultural, educational, and diplomatic characteristics have been linked to the *soft power* and can be used to achieve its goals in the international arena. This term, coined by Joseph Nye in the 1990s and conceptualized by him in 2004, relates to the "ability to get what you want through attraction rather than coercion or payments. It arises from the attractiveness of a country's culture, political ideals, and policies" (Nye, 2004). Lately, scholars have theorized that a nation best achieves its objectives abroad through the use of *smart power*, which successfully combines components of both hard and soft power (Nye, 2009; Lackey, 2015).

Certain countries have highlighted their soft power through public diplomacy efforts, which are "a government's attempt to communicate its nation's ideals, institutions, culture and country's goals among foreign audiences" (Tuch, 1990, p. 3). Traditional diplomacy implies a

government-to-government relationship, while public diplomacy appeals to regular citizens. With the uprising of mass media technologies, a new concept came along: mediated public diplomacy. Entman (2008) defined it as the “organized attempts by a president and his foreign policy apparatus to exert as much control as possible over the framing of U.S. policy on foreign media”. Entman detailed that the idea could also be applied to other nations besides the United States. Given the nature of the concept, the intrinsic relationship between public diplomacy, media, public relations, and marketing became more evident.

For years, foreign news media have been the main target of governments with a need to influence its own media coverage on other nations. In 2002, 60% of other countries’ public relations contracts in the United States were to foment tourism, boost exports, and solicit investment (Lee and Yon, 2009). The understanding of this was that public relations—particularly media relations—would generate a higher reputation of that country on the targeted nation. Research has shown that this has been accomplished. For example, in 2007, Lee reported that the amount of contracts that foreign countries held in the United States—requesting public relations services—turned out to be a significant predictor that positively correlated with their prominence of news coverage by mainstream newspapers and TV news.

Scholars have argued that it is possible to also explore other ways of mediated public diplomacy to promote a country’s soft power abroad, specifically tourism. Fullerton and Kendrick (2013) suggested that paid advertising could also be considered a valid tactic in mediated public diplomacy after they conducted an experiment that reported how an ad from “Brand USA” in Australia improved the interest of Australians to travel to the United States. The results also reported that people improved their attitudes toward Americans and the U.S. government in a favorable manner. The findings add to the literature of mediated public

diplomacy, detailing that advertising can be used as a tactic to push a message among audiences with little previous knowledge regarding the country.

The relationship between gastronomy and public diplomacy

There are several countries that have used food and gastronomy to boost their images abroad to target different stakeholders. In the 1990s, the Embassy of Argentina in the United States created the “Smiling Beef Club”, which consisted of a weekly meeting at the Ambassador’s residence to enjoy Argentinian beef and wine. American journalists, Congress members, and U.S. government officials were among the guests (Zaharna and Villalobos, 2000). This could be considered one of the incipient attempts of *gastrodiplomacy*, a term coined by *The Economist* in 2002 to refer to Thailand’s campaign “Global Thai Food.” The objective of that campaign was to open more Thai food restaurants abroad and deepen relations with the other great powers. The plan that year was to grow from 5,500 in 2002 to at least 8,000 Thai restaurants abroad by 2003 (Economist, 2002).

The Argentinian effort can be considered traditional diplomacy while Thailand’s efforts are classified as public diplomacy, a tactic completely directed to foreign audiences (Economist, 2002). Following that same path, in the 2000s, Malaysia installed food trucks of its own cuisine in cities such as London, New York, and Los Angeles. South Korea’s “Korean Cuisine to the World” campaign stated in 2009 the goal to count with 40,000 restaurants abroad by 2017 (Rockower, 2012).

South Korea, Japan, Malaysia, Peru, Taiwan, and Thailand have also used mediated public diplomacy on their *gastrodiplomacy* campaigns (Zhang, 2015). South Korea bought ads in the *Los Angeles Times* and *Advertising Age* to promote its campaign, and also used the pop

singer Psy to perform interviews with international media outlets such as the BBC to promote Korean gastronomy. Peru made a documentary film of Peruvian cuisine. Japan published its own magazine in Japanese and English to portray its food and gastronomy to the world. Malaysia sponsored a Facebook competition to win a culinary trip, while Taiwan and Thailand performed media relations with news outlets in Chinese, Thai, and English (Zhang, 2015). The results have been positive for most of the countries. For example, Peru has been able to overcome its international negative image—cultivated in the early 1990s by *Sendero Luminoso*, an internal guerrilla force that terrorized the population—through a cuisine that thrives on a country that no longer lives under terror and welcomes tourists from all around the world (Conflict Cuisine, 2016). These examples demonstrate that gastronomy has served these nations to enhance their soft power abroad.

Conquering publics abroad through their palates

Gastrodiplomacy serves as an example that connects concepts such as public diplomacy and nation branding to promote a country's cuisine. In that sense, the government—or the private sector of a country—has the willingness to strengthen its image through their dishes and drinks abroad. To do that, they develop policies and invest in programs that achieve those campaign objectives. It is important to note that in all of these successful *gastrodiplomacy* cases, a consolidated gastronomy industry already existed. That makes the campaign successful: it counts with the backup of the government or private sector and also has a successful industry to promote.

Previous research has reported that policies and deeds are what shape a nation's brand to its publics abroad, and not mere communication, marketing or public diplomacy tactics.

According to Simon Anholt (2015), public diplomacy efforts of a nation can only be well received by foreign audiences when the nation has some power “to affect the background reputation of the country whose policies it attempts to represent; and since that background reputation can only be significantly altered by policies, not by communications, the critical success factor for public diplomacy is whether its connection to policy making is one-way or two-way”. He named these policies as the *substance* of the strategy. In that sense, public diplomacy can be seen as media-centered. However, to turn that media into successful campaigns, countries should also reconsider the way in which they act and decide the policies that govern themselves.

Policies—the *substance*—are not the only elements that matter. According to Anholt, each policy needs to be coupled with a *strategy* and *specific symbolic* actions that communicate those policies and strategies to a wider audience. In his words, strategy is where the country wants to go and the knowing of how it will reach that goal. “A country needs to put together the needs and desires of a wide range of different national actors, and then find a strategic goal that is both inspiring and feasible to reach that strategy” (Anholt, 2015). Policies are the innovations, structures, legislations, and reforms needed to achieve the desired strategy. Lastly, the symbolic actions are the result of those policies that are especially newsworthy, poetic, or touching. They are emblematic of the strategy.

To exemplify this with one of the countries that have conducted *gastrodiplomacy* efforts, in the case of Thailand, it is evident that the campaign was successful because it was monetarily and administratively supported by government policies. The country was already known by a strategy and a gastronomic industry that was successful. In that sense, the public diplomacy tactics employed by Thailand—symbolic actions—had the potential of being well received by

foreign audiences because the message was consistent with the internal policies of the country, which was backed up with a strong gastronomy industry.

Nation brands used with commercial purposes

In the 1990s, scholars and practitioners envisioned that public diplomacy could also help in the work of building—and eventually managing—the brand of a nation to foreign audiences. The term “nation branding” was coined by Simon Anholt in the 1990s. In the beginning, this term proposed that country brands could be managed in the same way that private companies manage their brands. This concept views the idea from a marketing, branding, and economic perspective because its main objective is not political. The main motto of *nation branding* is to promote a positive image of the country in order to attract tourism, foment exports, and boost investment in the nation. “A positive place brand encourages inward investment, and tourism is a magnet for talent (both new immigrants and returning members of the diaspora), and if properly managed can create a renewed sense of purpose and identity of the country, region or city” (Anholt, 2002).

Since then, the literature related to nation branding exploded (Anholt, 2002; Fan, 2006; Kaneva, 2011; Anholt, 2015; Dinnie, 2015). However, critics arose as well. Fan (2006) made the distinction between nation brand and nation branding, detailing that nations have distinctive brands with or without branding efforts. A brand is a “combination of attributes that gives a company, organization, product, service, concept or even an individual a distinctive identity and value relative to its competitors” (Doyle, 2011). Brands also live as a perception in the mind of each beholder (Aaker, 2000). Nations, like any other commercial product, do have an image in

the perception of foreign publics. That image—the brand—also allows the country to differentiate itself from its competitors.

However, and unlike private companies that manage the brand of a car or a smartphone, nations cannot “manage” their own brands (Fan, 2006). Branding is the practice that facilitates memory recall of specific owned brands. Companies invest heavily on brand management in order to survive (Doyle, 2011). Fan explains that a nation does not represent a specific product or service. Countries are composed of a wide variety of landscapes, natural resources, political decisions, people, culture and traditions, among other factors. In that mix, there are many events that are out of the control of a nation—bad news, bad exports, natural disasters and bad political decisions, among others, which make the “brand management” of a nation impossible. For nations, the nation brand is publicly own by every citizen. The “brand managers” are the citizens of that country whom, with their deeds and actions, create the perceptions of their country among foreign publics (Fan, 2006). This includes the president of the nation to politicians, artists, athletes, entrepreneurs and regular citizens.

Perhaps because of this criticism, Anholt’s view about the “nation branding” concept has changed, and now he refers to the idea as “competitive identity.” The concept considers “how the nation as a whole engages, presents and represents itself to other nations, whereas public diplomacy appears to concentrate exclusively on the presentation and representation of government policy to other publics” (Anholt, 2015). Anholt considers that there are six channels or areas of activity that shape a country’s image abroad, which in total form a hexagon composed of (1) tourism, (2) exports, (3) governance, (4) investment and immigration, (5) culture and heritage, and (6) people. This means that a country can have an attractive tourism industry but lack the government policies that ensure the security of its visitors, or that it holds historical and

cultural monuments but does not count with the sufficient investment facilities to maintain them. Foreigners can have the image of a country as beautiful for its beaches but unsecure due to its people and violence. Each specific channel contributes to the overall nation brand of a country abroad, and the correct balance of those six elements will later shape the opinions that foreigners may hold about it. That is why a marketing communications strategy to do “nation branding” is not the correct approach to treat this issue—there will always be policies, or cultural aspects, or exports that a campaign cannot control—and if a communications effort wants to publicize an aspect that is not consistent with one of the other elements of the hexagon, the campaign is in danger of being perceived as propaganda by its final audiences.

Figure 1: The hexagon of competitive identity



Source: Simon Anholt, *Brand New Justice* (Oxford: Butterworth Heinemann, 2003)

Nation brands are a culmination of all the different points of the hexagon. “If a country is serious about enhancing its international image, it should concentrate on the national equivalents of ‘product development’ (and the effective and professional marketing of those products) rather than chase after the chimera of branding,” concluded an editorial of the journal *Place Branding and Public Diplomacy* (Anholt, 2010). In that sense, a country could develop a marketing communications campaign to enhance specific industries that already have a successful strategy

as well as policies, which could contribute to the nation's overall brand with symbolic actions. That is what happens with Colombian coffee, French wine, or Russian vodka. This also happened with the mentioned case of Thailand's *gastrodiplomacy* efforts. Other examples could include the promotion of a holiday package, investment opportunities, exported goods or services, and so on (Anholt, 2015). This means viewing the promotion of a country as several blocks that altogether contribute to the creation of its image abroad: politics, economics, technological advances, tourism, safety, among others. If a determined product or service contributes to the enhancement of a positive image of its nation, then the country will benefit from that improved reputation. On the other hand, private enterprises could also benefit from the good deeds and policies that its government broadcasts to the world, finally boosting its business with foreign clients.

The country-of-origin effect

There are several businesses that have benefited from the image of their country to grow their finances. A country's image abroad of a product or service can have a determinant role in the behavior of a foreigner over buying a determined product. This is what is known as the *country-of-origin effect* (Elliot and Cameron, 1994).

Consumers hold preconceived stereotypes of foreign nations and will pass those stereotypes to the products that the respective country exports. If a product is identified as being made in a certain place of the world, the consumer will then tend to assert that its quality correlates to the level of economic development of its original country. Research has reported that when it is not possible to distinguish between products on the basis of intrinsic quality, consumers make their final decision using that product's country of origin as a quality index

(Elliot and Cameron, 1994). In that sense, the same way that a product can enhance the image of a country abroad—watches from Switzerland, salmon from Norway, cars for Japan—the products can also benefit from the image of their country as a manner to boost that country's business.

An example of this is Colombian coffee. The National Federation of Coffee Growers of Colombia used *Juan Valdez*—probably the most known brand of Colombian coffee abroad—to develop a communications strategy that links the benefits of this product with certain unique characteristics of the country (Molleda and Roberts, 2008). Colombian coffee is promoted as being produced in the high Andes Mountains by local farmers, delicately selecting each grain of coffee manually in order to export a better product. In 2006, the communications strategy of the National Federation of Coffee Growers of Colombia was based on using a typical “Colombian cafetero” to take the role of being the original “Juan Valdez” character. He became the Ambassador for Colombian coffee abroad. The strategy was seen as unique and original because it was not an actor that was promoting the benefits from the product, but instead was a real farmer letting people know how good their coffee was (Molleda and Roberts, 2008). The “cafetero” can be considered an example of “symbolic action” of Colombian coffee. His appearance represented the true significance of the coffee—and the nation—and was coupled with policies and a strategy to promote it.

With this as a conceptual base, there are a few concepts that need to be considered. International audiences hold specific notions and ideas of the nation brand of other countries—and the brand rests in the mind of the consumers as well. Sometimes those nation brands have been built considering intentional messages disseminated by each country, through public diplomacy efforts, such as the aforementioned *gastrodiplomacy*. However, other times these

brands are built based on policies, strategies, or news that were not even planned by the country, such as epidemic diseases or terrorist groups, just to name some examples. That is the main distinction for the terms “nation branding” and “nation brand”. A nation cannot conduct “branding” efforts to control their overall brand because there are multiple components in play, such as government policies, people, culture, exports, and news that cannot be “managed” in the same manner that a private company manages the image of a specific product. What nations should do is to concentrate on specific industries or services that contribute to its overall nation brand—such as tourism, food, technology or education, among others. Those industries or services act as “blocks” that contribute to a portion of the overall nation brand. Additionally, public diplomacy efforts can also contribute to the nation brand. However, these are only effective when they are aligned with policies and strategies clearly stated by specific governments or private enterprises.

That is why this thesis intends to explore if Chile can enhance its nation brand through its wine industry. The Chilean wine industry combines strategies and policies—from the government and the private sector—that work to boost the business of this product abroad. For example, at the end of 2016, the national association of Chilean wineries—*Wines of Chile*—presented its 2025 strategy to become a leading exporter of premium, sustainable, and diverse wines worldwide, specifically in Brazil, China and the United States (Villalobos, 2016). However, it is unclear still how this country should approach different publics to reach them with a more effective message. If this industry is well promoted, then it will be able to enhance business and also contribute to the overall nation brand of Chile abroad.

The efforts of Chile to improve its nation brand abroad

Chile is protected by natural frontiers that turn the country into a phytosanitary island, home to some of the world's most breathtaking landscapes: The Atacama Desert to the north, the Pacific Ocean to the west, the Andes Mountains to the east, and the Patagonia to the south. Unlike other Latin American countries (and due to its geography), Chile produces high-quality food, such as blueberries, grapes, apples, wines, and olive oil, among others (Direcon, 2015). A stable economy and political institutions that have ensured a democracy for more than 25 years have turned this country into the most developed nation in South America (Larroulet, 2013).

In 1990, with the return of democracy to the country, the nation struggled to open its economy to the world and renew its image abroad (Prieto Larraín, 2011; Jiménez-Martínez, 2013). In 1992, *ProChile*, a government institution in charge of the promotion of products and services from Chile abroad, did market research in several foreign countries to understand the perception of Chile among those audiences. The results were discouraging—except for the business circles, nobody had ever heard about Chile in cities such as New York and Miami. In some places in Europe, the image of the nation was negative. For example, in the Netherlands, Chile was seen as poor and associated with crime, drugs, and plagues (Prieto Larraín, 2011, p. 136).

This perception presented a problem for Chile. The country is located in South America, a region of the world that has traditionally not been covered enough on international news media, which leads to fewer opportunities for Chile to reverse that negative image held in regions such as Europe and the United States. Western media coverage of third regions of the world has been “disproportionate and distorted”, with a high concentration on violence and conflict-oriented issues featured in this coverage (Stevenson and Shaw, 1984, p. 158).

Research requested by UNESCO in the 1980s introduced the term “areas of invisibility” in the news, in which the “areas” were equivalent to “regions” of the world. Latin America and Eastern Europe were the most invisible (Sreberny-Mohammadi, Nordenstreng, Stevenson, and Ugboajah, 1985). Regarding Latin America in particular, the amount of U.S. media coverage on this region was low in newscasts from 1972 to 1981, and the little coverage that existed was heavily concentrated on Mexico and Cuba (Larson, McAnany, & Douglas, 1986).

With this in mind, in 1993, the first public relations campaigns of Chile abroad were launched, the United States being its prior market. The targets of the campaigns were media outlets such as *The Wall Street Journal*, *Harvard Business Review*, and niche magazines concentrated in gastronomy. That year, the main marketing and communications strategy of the country was to promote its prime quality salmon, wine and fruit among the most affluent sectors of the society. In 1995, Great Britain and Spain were targeted as the second and third markets to be approached (Prieto Larraín, 2011, p. 137).

In the 2000s, trade became the main driver behind the promotion of Chile’s image abroad, given the trade agreements that had been signed in the 1990s with countries such as Mexico and Canada (Direcon, 2016). *ProChile* kept encouraging the promotion of Chilean goods and services abroad besides raw materials in order to diversify the exports of the country and develop communication strategies that could let it promote an economy with a higher added-value offer (Jiménez-Martínez, 2013, p. 281). In that sense, they wanted to achieve two goals: improve the image of the country in a positive manner abroad and also use that image to boost the exports of some of its most emblematic products. To accomplish both objectives, in the mid 2000s, the marketing and communications campaign “Chile, All Ways Surprising” was launched. In 2009, and with the creation of *Fundación Imagen de Chile*, a public-private institution that works on

the development of international communication campaigns for Chile, a new campaign was released with the tagline “Chile is good for you”. With the advice of international public relations agencies such as Interbrand and Ogilvy, Chile defined its promotion strategies abroad with Europe, the United States, and Asia being its prior markets (Jiménez-Martínez, 2013, p. 281).

Chilean communication strategies targeting the United States

As noted, Chile and the United States signed their FTA in 2003, which finally entered into force in 2004. Since that date, trade between both nations has grown exponentially, and nowadays the United States is the first destination for Chilean agricultural products (U.S.-Chile Trade Facts, 2016). The Chilean private sector, along with the government, has worked on communication campaigns to encourage Americans to buy Chilean products, in order to boost their businesses and also enhance the overall image of the country among them.

Since the 2000s, several marketing and communication campaigns have been launched with the goal to promote specific agricultural industries, such as *Wines from Chile*, *Fruits from Chile*, *Chile Olive Oil*, *Salmon Chile* and *Patagonia Mussel*, among others (ProChile, 2016). In 2013, the campaign “Foods from Chile, Source of Life” was launched, and targeted specifically to audiences in five cities of the United States: Miami, New York, Washington DC, Chicago and Los Angeles (ProChile, 2012). The objective of the campaign was to show how Chile was a unique place for the production of healthy foods. It targeted journalists and media professionals, but also importers, supermarkets, and brokers, as well as other actors in the food supply chain.

The campaigns have been launched not only due to the attractiveness of products such as wine, fresh avocados, apples, or blueberries, but also because these have all been growing

businesses since the 1990s, with the recent opening of Chile's economy to the world. Each specific industry has used key facts that make their products unique to show them abroad. For example, Chilean vineyards have taken advantage of being the only ones in the world untouched by the outbreak of Phylloxera in the 1800s. Due to this, Chilean grapes are still grown on their original French rootstock (Van Garderen, 2014). The geographic position in the Southern hemisphere has greatly benefited fruit growth as well—which provides summers when it is winter in the Northern hemisphere—as a provider of fresh products at all seasons. These facts allow for specific strategies and policies from the Chilean public and private sectors, presenting an opportunity to develop attractive and consistent communication programs.

Gastronomy and the wine industry: An opportunity for Chile

There is a gap in the literature about how nations can use their gastronomy and wine industry to enhance their soft power through public diplomacy efforts—political objectives—and how the enterprises of these nations can use the image of their country to boost their businesses and also grow the brand of their nation abroad—marketing and economic perspectives.

Since the literature has reported that it is recommended to focus on a specific industry as the “main block” to promote the image of a country using marketing communications tactics, the proposal of this study is to understand if Chile could use its wine industry to promote its image in the United States. Chile has the *strategy*, *substance* but lacks the *symbolic action* to promote that industry among different publics—importers, supermarkets, specialized media, chefs, sommeliers, and general publics. With an accurate IMC (integrated marketing communications) strategy, Chile could use wine as an instrument of soft power to enhance its image abroad. That will lead wineries to use Chile's *country-of-origin effect* to boost their businesses.

An IMC campaign considers the use of advertising, public relations, sales promotion, direct marketing and personal selling tactics in the promotion of specific products or services.

Armstrong and Kotler (2014) describe this intersection as follows:

The product's design, its price, the shape and color of its package, and the stores that sell it—all communicate something to buyers. Thus, although the promotion mix is the company's primary communications and engagement activity, the entire marketing mix—promotion, as well as product, price, and place—must be coordinated for greatest impact (p. 369).

Using this as a model, this study will analyze how Chilean wineries can make use of different media and promotional channels to deliver a consistent message across all sources of information among its consumers.

This study also intends to provide insights for Chile in relation to who may be its most effective target market. Notably, this study seeks to find if its IMC campaign should target final consumers (pull marketing strategy) or intermediaries (push marketing strategy). A pull strategy “calls for using the sales force and trade promotion to push the product through channels”; a push strategy “calls for spending a lot on consumer advertising and promotion to induce final consumers to buy the product, creating a demand vacuum that ‘pulls’ the product through the channel” (Armstrong and Kotler, 2014, p. 376). This study aims to assess which strategy may be more effective for Chile.

This study will compare the communication and marketing efforts of Chilean wine with a successful competitor: France. France has set the standard worldwide on how a good wine is produced, and how it should taste. This has allowed French wineries to charge more for their product worldwide—the *country-of-origin effect*—which has also contributed to the image of France as the international reference in wines and gastronomy. Italy and Argentina will also be considered in this research. This will allow for a broader perspective to assess Chile, as compared to a wider range of competitors.

This leads to the following RQs:

RQ1) What insights can be gained from the French wine's IMC (integrated marketing communications) campaign to promote itself in the U.S.?

RQ2a) What lessons can be drawn from Chile's current wine campaigns targeted at the United States?

RQ2b) Based on the findings from RQ1, how can Chilean wines improve their current IMC initiatives?

RQ3) How do Chilean wineries need to communicate their distinctive attributes to different publics, such as wholesalers, owners of restaurants, sommeliers, chefs, managers at supermarkets, specialized media outlets in wine and gastronomy and final consumers?

CHAPTER 3: METHODS

To answer these research questions, this exploratory study used a case study to analyze how Chile can utilize its wine industry to enhance its nation brand in the United States. Applied case studies help to achieve competence in specific practical problems, which is different from the use of academic research that intends to create general knowledge (Flyvbjerg, 2011). These cases allow for an in-depth examination of an otherwise wide and complicated world. This case study contributed to the cumulative knowledge regarding the IMC efforts of Chile in relation to one of their most important products, wine. This was done through an analysis of existing campaign content, as seen on their organizational website (www.winesofchile.org). It was then compared to the campaign done for French wines (www.visitfrenchwine.com/en). Then, in-depth interviews were used to provide valuable insights about the promotion of wine among key stakeholders who are responsible for advocating on behalf of the product to final consumers.

Why Chilean wine

Among the Chilean food production chain, the most successful product by far has been wine. Its promotion relies mainly on private enterprises, the Government of Chile and trade wine associations.

From a government perspective, *ProChile* has annually organized the “Chilean Wine Tour” in several countries. This event consists of a two-day commercial of Chilean wine to a targeted country with the objective of meeting potential customers and closing negotiations

(ProChile, 2016). The event also offers tastings guided by a Chilean sommelier. Additionally, the government annually organizes the participation of Chilean wineries in international trade shows, gathering them together in a common booth at fairs such as *ProWein*, *London Wine Fair*, and *Vinexpo*. This participation is also coordinated through *Wines of Chile*, Chile's largest trade wine association.

These actions add to those conducted by private enterprises. For example, *Concha y Toro*, one of the largest wine companies of Chile, has a strategic alliance with Manchester United in the United Kingdom to promote their products (Concha y Toro, 2014).

This is a successful industry that contributes to the image of Chile abroad. Since 2015, and due to the FTA, the exports of Chilean bottled wine to the United States started entering into the market free of tariffs. In 2014, Chile was the fifth largest provider of wine in the United States (Rodriguez and Rossi, 2014).

However, Americans do not seem to be taking into consideration the Chile brand when it comes to wine. According to a study conducted by researchers at Sonoma State University, “country of origin” is the fourth most important factor that consumers consider in their decision-making process, after “price”, “brand” and “varietal” (Tach and Chang, 2015). The study also reported that although the United States was the top choice among the population for the origin of their wines, the other favorite countries of origin were Italy, France, Spain, and Australia. Chile did not make it in the top-five list of wine providers.

France as a competitive comparison

France was chosen because, until 2013, it was the largest producer of wine in the world (2015 Global state of conditions report: Developments and trends, 2016). The industry has also

contributed to France's national brand abroad. And, as noted, France ranks high among American consumers' wine preferences (Tach and Chang, 2015).

The strength of the French and French wine brands is illustrated by what happened with its promotion in China in the 2000s. In that decade, China became a particularly interesting market for the Bordeaux wine industry. A group of wine producers decided to pursue an interpersonal communication and relationship building strategy with Chinese elite in order to educate them about their product. French companies used their country's reputation as an asset to use different tactics to show their product (Alaimo, 2015). This strategy worked in their favor. Alaimo reported that the companies never pitched a story about their wines among Chinese journalists, and they rarely released press releases. Regarding Chinese media, these French companies said things such as: "We have enough requests all year long coming from all over the world." They continued, "We do not ask journalists to speak about Climens (a French wine brand). They come by themselves, attracted by pleasure and love for the wine."

Competitive analysis of French and Chilean materials

To analyze the case studies, a competitive analysis was used of the French wine industry's U.S. marketing and communication efforts. The website chosen to do this analysis was <https://www.visitfrenchwine.com/en>, a site that includes all types of promotional materials, such as press releases, media kits, newsletters, videos, fact sheets, and others. This site was chosen because it is the official platform managed by the France Tourism Development Agency in the United States. The analysis was performed in December of 2016.

To complement the French competitive analysis, an internal communications audit for Chile was also conducted, including their marketing and communications materials that promote

wine—such as their website, brochures, press releases, videos, and fact sheets. This information is contained in the website <http://www.winesofchile.org>. The website was chosen because it is their official media channel managed by *Wines of Chile*, an association of wineries that promotes Chilean wine on international markets with the support of the Government of Chile.

Like the French wines' website, this platform also provides information regarding the different wine regions in Chile, tourism alternatives, and news about Chilean wineries. It also segments its content directed to “wine lovers” (general audiences oriented), “wineries and trade” (business oriented) and “media room” (news outlets oriented). In terms of social media, the website provides links to connect with the wines of Chile through Facebook, YouTube, Twitter, Flickr and even Weibo, which is directed to Chinese audiences. The Chilean analysis was also performed in December of 2016.

In-depth interviews with key stakeholders

In-depth interviews were conducted with key stakeholders involved with the wine industry in the United States to understand what impacts their decision to buy, write about, or recommend a specific type of wine. The interviewees ranged from bloggers and journalists specialized in wine to distributors of wine, managers at wine bars, and wine buyers in supermarkets and specialized stores. Some interviews were done via phone. Others were done in person in North Carolina and the District of Columbia. Appendix 2 includes a detailed biography of each interviewee.

These key influencers were chosen because specialized wine vendors, grocery stores, warehouse stores, winery-tasting rooms, and convenience stores are the places in which people most often buy wine (Tach and Chang, 2015). Besides media and family and friends, consumers

rely on experts to help them decide which product to purchase, since wine is considered as an “experience good.” The purpose of this study was to gain insights from many of the actors involved in the foreign wine supply chain in the U.S. in order to understand how the product is promoted by the wineries to their final consumers.

These actors were also chosen because of the way in which the wine supply chain in the United States works, as it is regulated by a three-tiered system of distribution. This system makes it mandatory for foreign wines to first go through an importer, which passes the product to a distributor, whom eventually sells the product to a retailer (Hall and Mitchel, 2008, p. 21). The objective of this requirement is to establish three degrees of separation between the wine producer and the final consumer. In the chain, the key actors can be classified either as *market makers*—wholesalers, distributors, and importers or exporters—or *matchmakers*—agents and brokers (Pomarici, Boccia and Catapano, 2012). In most cases, the exporter will be the winery itself. According to the three-tiered system, importers and exporters are located in the first tier and handle issues related to international trade. A wholesaler or a distributor could be the second tier. The difference between both roles is that the first one can acquire several products from an importer and resell these without any exclusivity agreement with the exporter. The distributor does business with one specific winery and acts as their only seller on a specific operation area. They also deal with promotion activities to sustain each wine’s brand. Finally, retailers and actors in the hospitality business, such as hotels, restaurants or businesses that provide a service involving wine, are the third tier of the system (Pomarici et al., 2012). It was thus fundamental to gain insights from people involved in this wine distribution system because they have the power to decide which wines will be commercialized in the U.S.

Projective technique

In addition to broader IDI questions, participants were also asked three projective technique questions. These questions attempted to better understand how the Chilean brand is situated in their minds, as compared to other winemaking countries. In marketing, this is known as a projective technique. In his seminal article, Haire (1950) explained the purpose of this technique:

Basically, a projective test involves presenting the subject with an ambiguous stimulus—one that does not quite make sense in itself—and asking him to make sense on it. The theory is that in order to make it make sense he will have to add to it—to fill out the picture—and in so doing he projects part of himself into it. Since we know what was in the original stimulus we can quite easily identify the parts that were added, and, in this way, painlessly obtain information about the person.

For this study, all of the interviewees were asked to describe France, Italy, Argentina and Chile as if each of these countries was a person with a personality. They were also asked to describe what type of food and wine these persons like to eat and drink. Finally, they were asked to imagine if each of these persons hosted a party to describe what type of party it would be. The goal of these questions was to uncover clichés, stereotypes and preconceived notions in the minds of the interviewees for each nation. Italy and Argentina were added to France to have more countries with which Chile could be compared. Besides, Italy is one of the largest exporters of wine to the world, and Argentina is the direct competitor of Chile on wines production in South America.

CHAPTER 4: COMPETITIVE ANALYSIS FINDINGS

The competitive analysis for the IMC materials of both countries commonly showed that France tends to directly target the final consumer with its product, while Chile tries to segment its audiences into different types of publics (final consumer, trade and media). As will be shown, there was also a substantial difference in the main topics and themes that the nations used to promote their wine products. France heavily marketed the *secrets* of their wines; Chile lacked a consistent messaging strategy. France also used its national brand to sell its wine; Chile did not.

France: Targeting consumers directly

As discussed in the methods section, France's website is an official platform managed by the France Tourism Development Agency in the United States. The website is organized into different sections – “News headlines,” “Your experiences,” “Events,” “Expert advice,” “News,” and “Stay in Contact.” All pages are directed to final consumers. As a tactical example of how it reaches its target audience, the site gives readers the option to sign up for a newsletter and connect with French wines on different social media platforms, such as Instagram, Twitter and Facebook. Three content messaging themes were identified in this website: *secrets*, *tourism experiences* and the tailoring of messages directed to *individual needs and wants* of the consumers. Each of these themes is described below.

Different wine regions reveal their secrets

“Wine regions reveal their secrets.”

This is the tagline presented in the main page of the website to promote French wines – “Visit French wine” (see Appendix 3). France heavily relies on the word “secrets” to market its different wine regions. The website has an entire section that promotes France’s 18 different wine regions, each one of them with a distinctive story and “secret” to tell to its readers. All pages link the regions to characteristic landscapes and a specific geography, as well as different tourism experiences.

For example, Alsace is presented as “a land of vineyards and traditions for making famous wines.” The characteristics, or regional *secrets*, used to describe this region are its “unique climate,” which leads to “many different grape varieties” and “rich and aromatic wines.” Another secret presented was the Alsace wine route, which is “one of the oldest in France” and consists of “170 kilometers of scenic landscapes” (see Appendix 4).

Bordeaux is presented with the title, “Welcome to the oldest fine-wine vineyards in the world.” After the title, a brief description of the region was presented, which said, “The famous wines, prestigious chateaux and historic sites along the Bordeaux Wine Route *reveal* the rich heritage of the Bordeaux vineyards.” In this sentence, Bordeaux is “revealing” what makes them a fine wine making region of France, and thus the world. Then, readers are presented with three reasons — or *secrets* — that explain why they should come to Bordeaux, including the tasting of world-famous wines, such as “Saint-Emilion, Sauternes, and Medoc,” and the opportunity to visit UNESCO World Heritage sites, such as the different stages of the famous Saint-Jacques-de-Compostelle pilgrims’ trail.

Armagnac is presented as “the jewel of the Gascony region.” With the word “jewel,” the reader can immediately link the region with an upscale type of wine. Some of the phrases used to characterize Armagnac were its “authentic local heritage,” including Larressingle, a famous fortified town listed as a UNESCO World Heritage site. The region is also presented as a “land of friendly winemakers” and as the place that holds the autumn festival “Flame of Armagnac,” which celebrates each year’s new vintage.

Exposing these different regional characteristics, France claims that its different regions have many *secrets* to reveal to its visitors, appealing to the readers’ imagination and desire to experience French wines through different tourism activities. This also connects to the following theme.

Selling wine through a travel experience

French wine is also being sold by pairing it with French travel and tourism. Wines are connected to a specific travel experience or tourist activity that relates to a specific region of France. These tourism experiences are also part of the “secrets” section described above for the cases of Alsace, Bordeaux, Armagnac and the other 15 wine regions but also develop beyond that theme.

In the “Events” section of France’s website, there are several activities that promote wine tastings, music festivals, excursions through wineries and scenic valleys. One of these events is an “open-air dining and rosé” activity that combines rosé wines with a meal in the heart of a vineyard in the Roussillon region, located in southern France (see Appendix 5). The article then says, “Let yourself be tempted by the friendly atmosphere and dance to the music of an orchestra.” The article continues, “the winemakers of the Roussillon district combine the

tradition of dancing in outdoor cafés with tastings of their rosé wines.” This shows how French wine is marketed as an integral experience that involves music, dance and drinks in the middle of a scenic valley.

Another example can be found in the news article posted in the website titled, “Les visites Hennessy: The 360° cognac experience.” This article highlights a “voyage behind the scenes of a unique craft” – in this case, cognac – through a “multi-sensorial experience which will surprise and enchant you.” Even though the product is not wine but a type of brandy, Cognac is still a well-known liquor from France. Hennessy is a cognac company headquartered in Cognac, France. The article invites the reader to tour to their cellar buildings where the product is made. The article continues, “Refined, aesthetic and inspiring, this new tour, which follows the rhythms of the making of cognac, stimulates the sensations between surprise and enchantment.” The piece shows photos of the different types of visits that can be made to the factory. The idea of *experience* is once again reinforced through a tour that invites the readers to immerse themselves on a touristic activity that involves the product accompanied by a visit to their shop, several Cognac tastings, and a “workshop where you discover the secrets and different stages of the production of Cognac.”

Finally, in the “Expert advice” section, Philippe Massol, director of the museum La Cité du Vin at Bordeaux, makes an invitation to attend this newly inaugurated museum located in the heart of this characteristic French wine region. The museum allows its visitors to learn about the development of the French wine industry. The article explains, “Covering 14,000 square metres (sic), La Cité du Vin will offer a voyage through space and time to the heart of the cultures and civilizations of wine. In this unique place there will be multiple experiences.” Here, a “voyage”

through the museum is another link between tourism and *experiences* that relate to French wines, reinforcing the idea that France sells its product by heavily relying on touristic activities.

These findings show how French wines are marketed by not just selling these products on their own merits, but by associating these wines with a broader tourism experience.

Tailored messages to individual needs and wants

France also allows consumers to create their own French wine experience, thus building upon the previous themes.

This was achieved through a survey posted in the “Your experiences” section. The section is called, “Do you know your profile?” It had this tagline, “The vineyards of France have some experiences in store for you. Undecided? Begin our test” (see Appendix 6). The information France showed its readers is not only based on secrets and tourism experiences but also on specific experiences tailored to individual demands. In the survey, respondents are asked how they travel (as a couple, with their families, with friends or by themselves), what they want to do in France (visit historic places, taste and buy wines, stay at the vineyards and discover great places to eat, etc.), and to which region of France they want to go.

Based on these responses, the website then provides specific activities. For example, someone can choose to be a “wine enthusiast,” thus prompting her to visit Champagne. With this information, the website gives the reader a specific experience concentrated on fulfilling those needs and wants.

In total, the IMC materials for French wine provided an overall experience concentrated on telling its readers the *secrets* behind the product. Those secrets were linked to different tourism *experiences* to sell the wines. Finally, the reader was exposed to different secrets and

tourism experiences based on *their profile*, providing distinctive alternatives that fulfilled the *needs and wants* of multiple types of publics.

Chile: One-way communication appealing to different publics

As noted in the methods section, the website dedicated to promote Chilean wines abroad is managed by *Wines of Chile*, Chile's largest wine trade association (see Appendix 7). From a messaging perspective, the Chilean communication efforts constantly used one-way publicity messages that lacked a unifying message or target public. Along these lines, two major themes were identified: *an unclear distinction between different wine regions* and *selling wines through private brands and isolated wine touristic experiences*. These themes are more focused on structural issues of the Chilean wines' messaging strategy.

An unclear distinction between different wine regions

Chile is often characterized as being a thin and long country, surrounded by the Andes Mountains, the Pacific Ocean, the Atacama Desert and the Patagonia. Its geography has diverse wine regions, which provide distinctive varieties of wine. However, that diversity was not clearly portrayed in the communication materials.

The section "Regions and Vineyards" focused on promoting Chile's geography and how that geography contributed to the quality of Chilean wines. However, unlike the French website, the content referred to the entire geography of Chile and did not make a specific distinction between the different wine regions of the country (Appendix 8). For example, only one graphic showed the differences between the wine valleys located in the Andes, the Entre Cordilleras and the Costa regions closer to Santiago, Chile's capital. Collapsing Chile's geography into just one

region failed to show the diversity of the country and the types of soil that can be found. This turned the message into a *one-size fits all* strategy that homogenized the Chilean wine industry.

The website also had other articles that showed this homogeneous messaging strategy. For example, the article, “The history of a fertile land,” talked about how the Chilean wines industry developed in the 19th Century and how the influence of the Europeans helped in that process. The end of the article says, “Currently winemakers and agronomists work together observing the soil and the stars in order to obtain the best fruit possible (...) The objective is just one: to give our wines a unique seal of origin.” This quote reflects how Chile’s geography is homogenized into a “unique seal of origin.” Chile is being characterized by its geography, but unlike France, it does not make a distinction between types of valleys, regions, or climates.

Another article that reinforces this point is, “Chile: A vinicultural paradise with unique geography.” The article reported how Chile is defined by its “incomparable geography” and described Chile in one broad category. The following quote expresses that homogenization:

The fresh sea breeze is partially blocked by the coastal mountains, but it finds new ways in to the valleys and across their rivers. During the day, the sea breeze generated by the Humboldt current penetrates inland and each night, the fresh air descends from the mountains and covers the mountainous Andes regions in snow.

Although it is implied that Chile has a diverse geography, this description limits any distinctions between different wines of Chile and their distinctive regions. By portraying the country with one frame, the messaging strategy is leaving behind the geographic and climate diversity that allows this nation to produce a wide array of different wines, from cooler temperatures near the Pacific Ocean to more complex red wines produced in its central valleys.

Selling wines through private brands and isolated wine tourism experiences

Chilean wines communications also failed to link the nation brand of Chile to its wines. Unlike France, Chile's materials tended to market private brands more than their place of origin or the nation's brand as a whole. Materials also highlighted different tourism experiences in specific regions without linking them to the overall Chilean brand. This is different from France's regional segmentation, as even though distinctive French wine regions revealed their secrets to the reader, all of them were tightly linked to the overall national brand of France. This did not happen with the segmentation of the Chilean wine regions.

For example, a news release published in the "Wine Lovers" section focused on highlighting specific brands that won several prizes in the "Vivino Style Awards." The private brands mentioned included *Concha y Toro*, *Santa Rita* and *Casa Silva*, among others. These materials highlighted specific private brands without pitching Chile as a wine brand more broadly.

Other examples demonstrated this concentration on private labels. In the trade section, the press release, "Chile proves its green credentials with top accolades in The Green Awards," talked about a specific Chilean winery – *San Pedro Tarapacá*. This reinforced the idea that the website devoted considerable space to promoting specific wineries.

There also seemed to lack any connection between tourism experiences at specific wine regions and the nation's brand. The "enotourism" section of the *Wines of Chile*'s website showed four tabs of different wine valleys in Chile: Maule, Curicó, Colchagua, and Casablanca (see Appendix 9). Instead of presenting the four regions in the *Wines of Chile* website, the contents were not integrated in the website and were linked to external pages. Each page was different and had a different messaging strategy, none of which highlighted a unified Chilean brand.

Although the regional segmentation worked for France – because all the regions linked to the national brand of the country – in Chile, there was a lack of identity between the regions and the whole country’s reputation, concentrating on the development of isolated promotional efforts.

This was seen in multiple spots. The Maule Valley website used this description, “Valle del Maule is a Gremial Asociación (sic) bringing together 12 vineyards in the Maule Valley. Balduzzi, Botalcura, Casas Patronales, Corral Victoria, El Aromo, Hugo Casanova, J. Bouchon, Terranoble, Valle Frío, Villa Gold and VIA.” These are all private wineries. The Curicó and Casablanca valley only had content available in Spanish, which did not relate to the overall national brand of Chile. And even though Colchagua Valley’s content had some messages in English, it concentrated on marketing the region without integrating it to a broader Chilean wine brand.

In total, materials promoted private wine brands at the expense of a unified Chilean theme. The same happened with distinctive wine regions, which showed isolated promotional messages not related in any way to a Chilean nation brand.

Final comparison between France and Chile

Findings demonstrated similarities and differences between French and Chilean wine promotion strategies.

First, there was a clear difference between the publics each country is trying to appeal to. France’s website is completely directed at final consumers and potential tourists. Chile’s efforts try to appeal to final consumers, trade partners and media, all with varying strategies. Second, France used content strategies, such as *experience*, *secrets*, and *adventures*. However, Chile mostly promoted news about the *Wines of Chile* trade association and specific private brands.

There was also a lack of connection between the types of wines presented. France integrated the concept of *the experience of French wines* by coupling them with geographic matches.

Finally, both nations showed their readers different wine regions, offering them particular touristic activities and experiences. However, France sold of these regions under the France's national brand umbrella, housed in the idea of revealing the secrets of French wines. This did not happen with Chile. *Wines of Chile* marketed each of its tourism regions using different messaging strategies, promoting competing labels without any overall connection to Chile's nation brand.

CHAPTER 5: IN-DEPTH INTERVIEWS FINDINGS

In-depth interviews were conducted with key influencers in the wine supply and promotional chain in the United States. From the projective technique, personality traits of four countries – France, Italy, Argentina and Chile – were developed. Additional insights about wine buying influences were formed, including, (1) geography and climate characteristics of a wine's region of origin, (2) the dissonance between cost and value of a wine, (3) unique wines and winemaking practices as a hook to attract key influencers' attention, and (4) how key influencers' opinions are shaped by multiple sources of information. Each personality trait and theme is explained below.

France: Sophisticated and elegant but chauvinist

The interviewees identified France as elegant, sophisticated, a little bit snobby and cosmopolitan. As a person, France likes high-end parties and dining. However, it is also less open to knowing other cultures and being very proud of its heritage, food and wines. Another angle attributed to France is that interviewees tended to be more knowledgeable about the differences within its wine regions, something that happened with Italy but almost never with Argentina and Chile.

Sophisticated and elegant: The *sophisticated and elegant* labels were primarily linked to the type of food and activities that can be found in France. For example, Tina Caputo, a journalist specializing in wines, said that France as a person is “sophisticated.”

After the interviewer responded, “OK. Why?”

Caputo answered, after laughing, “Just because when you think of France you think of culture, and fine food and great wine and all of those... attributes” (personal communication, February 24, 2017).

These characteristics were reinforced by Jen Barger, store manager of the *Hillsborough Wine Company*, who said that France is

very knowledgeable about food and wine and culture that is dominated by the finer things in life, not necessarily expensive because fancy French food and more rustic French food are all enjoyable. I think of most French people as being sophisticated with relation to food (personal communication, January 18, 2017).

High-end dining and parties: France is also acknowledged for hosting high-end parties. Imagining France’s party, Tami Vogel, wine buyer for *Bottle 501*, said, “I think her throwing this really elegant, outdoor, cocktail party, you know, during the summertime.” Vogel continued, “She would have amazing food and have amazing wine, which is probably what her reputation is... like, everybody wants to get at her party because she has the best food and wine” (personal communication, February 10, 2017).

Tina Caputo added: “This party would be more on the formal side, lots of French wines and French cheeses. In terms of food, maybe some oysters” (personal communication, February 24, 2017).

Chauvinism and snobbishness: The country was also recognized for its chauvinism and for being snobby. Chetan Reddy, wine buyer from *A Southern Season*, said, “France and Italy have that saying that ‘our shit is awesome and you are lucky if we sell it to you’” (personal communication, January 19, 2017). This quote reinforces the idea that the French consider their offering the best in the world.

This relates to other responses that identified French people for their national pride. For example, Patrick Taylor, Director of Sales for North Carolina at *The Country Vintner*, said, “I would say, you know... the French, as a personality trait, they tend to be very provincial and not in a bad way. I think that they tend to eat where they live and drink where they live... I think they are very proud of being French, I would say” (personal communication, February 20, 2017).

When imagining France as a person, Dan Taylor, professional chef, reinforced this idea and said, “I would say (they are) proud... a lot of rich history and culture. Not particularly open-minded to other cultures. A lot of the French people I know say ‘this is French and is the best’” (personal communication, February 17, 2017). Then he added: “I do not think you would find a French drinking American wine” (personal communication, February 17, 2017).

Distinctive wine regions tied to France’s nation brand: Finally, some interviewees were also knowledgeable of the differences between some distinctive French wine regions. Bordeaux and Burgundy were identified as premiere regions in winemaking. Reddy noted this distinction, saying: “When you are in France, you know, I would imagine the Bordeaux guy as fancy. No matter what he is doing, he’s in a suit. He could be shopping for groceries for the weekend and he’s in a suit” (personal communication, January 19, 2017).

Ed Cook, Director of Beer and Wine Merchandising at *Harris Teeter*, also reinforced France’s diversity in its wine regions, and added,

There are parts of France, France is... Burgundy and Bordeaux, that would be considered to be very traditional and difficult to understand. Then there’s parts of France like Provence and... like Rose, which are very popular and very current and would have a much newer younger image. Um... there’s Champagne, which is very traditional but has seen some sort of new growth, helped by consumers coming into the category through Prosecco and lower-priced marveling prices. So it’s hard for me to describe in kind of one personality... (personal communication, January 25, 2017).

All these quotes reinforce the idea that France is elegant, sophisticated and proud of its own culture, products and services. Those characteristics were passed on to their wines as well,

creating the notion that they are high-priced, elegant and diverse. The distinction that interviewees made between different wine regions also contributed to France's reputation of holding refined and sophisticated wines.

Italy: Casual, friendly, chaotic and sexy

Italy was acknowledged as a laid-back type of person, established in life, and into “the simple things of life” and “simple home food.” It was also recognized as a person attached to the food that is grown on its own land. Italy was identified as being a little mercurial and chaotic but sexy.

Fun and friendly: When compared to France, Italy was immediately personalized by most of the interviewees as fun and friendly. For example, Vogel said,

Italy is so fun, like, Italy is like robust and loud and very casual. You want to hang out with Italy. You want to show up for Italy's house around dinnertime because there is going to be like a million, tons of food (...) Italy is like your mom's friend, right... Italy is like... your grandmother, right, she just wants to make sure that you are happy. Italy is a good friend to have (personal communication, February 10, 2017).

Barger went beyond that description and connected friendliness, happiness and food,

Italy is passionate and fun and one of my best friends. When I dine at her house I enjoy very much her food and wine and I enjoy her company – the food and the wine and the company all go very well together and it makes it a very special occasion (personal communication, January 18, 2017).

Joe Roberts, a blogger specializing in wine, highlighted the focus that Italy puts on family, “Focused on family and food, the loudest person in the room, probably very friendly but not as friendly as the Argentinian” (personal communication, February 24, 2017).

Food and relationships at the core of its identity: As mentioned, the connection between food and friendliness for Italy is evident. The country gave the impression among the interviewees of a warm and welcoming place, in which simple food takes on an important role in relationships.

Referring to how Italy, as a person, would be when hosting a party, Vogel said,

This is going to be around the table, like, this is going to be a big checkered table, very casual but like with so much food... like so much food. And like, you can't bring anything to Italy's party, right... Italy is going to be busy for like three weeks like, making food to have at her party and like pasta, and meat, salad, cheese and bread, yeah (personal communication, February 10, 2017).

Ron Spada, a professional chef, also linked this theme to the notion that Italians are more relaxed, saying,

I don't know much about Italian wines, I haven't had a ton of them... I just think of Italian wine, what I think of... on the bottles wrapped in the straw, you know, sitting on the table, um... you know, that is just good house wine. You know, they drink it from a water glass and have it with every meal. I can kind of see that. You know, very relaxed (personal communication, February 21, 2017).

Finally, another important component was Italy's connection to what is grown and harvested on its land. Julie Sproesser, Managing Director of the *Restaurants Association of Metropolitan Washington* said that Italy puts

...more of an emphasis on delicious and simple home-cooking, where you may be pulling ingredients, you know... your basil from your earth box is right outside of your kitchen, and... maybe making your own pasta, and... drinking good wine but maybe not the greatest wine because you may be drinking it every day so that is not as important as it is delicious (personal communication, February 24, 2017).

A similar response came from Craigh Mauro, owner of *Raya Imports*, who emphasized how there are different indigenous wine grapes in Italy,

Well, another amazing thing about Italy is its number of indigenous grape varieties, and again going back to like very local area, every little area has a specific type of grape variety. The people there tend to drink that most of time, um... with their food, or not with their food, so... that's, I think... a really impressive thing about its wine culture, and kind of focused on local, indigenous stuff (personal communication, February 1, 2017).

A bit chaotic but sexy: Despite the importance that Italy gives to friendships, relationships and food, the country was also defined by many interviewees with adjectives such as “sexy,” “erratic” and “chaotic.” Italians were perceived as passionate and mercurial, which are all attributes that speak to the personality of their wines.

Justin Logan, owner of the wine bar and restaurant *Ruta del Vino*, used several adjectives and phrases to describe Italy, “Erratic, difficult to conduct, Argentinian, beautiful...romantic”

(personal communication, February 23, 2017). Caputo described Italians as being "...passionate. Opinionated. I think of Italians as being... having very strong opinions about everything, food, politics, whatever" (personal communication, February 24, 2017).

Mauro recognized some of the attributes linked to Italy in the previous subthemes, but added, "Italy, I would say... um, you know, as a person is... is well dressed, very talkative, um... has a wide knowledge of food and wine, um... sophisticated when it comes to arts and culture, um... can be a little mercurial, a little and chaotic, hectic a times, I don't know" (personal communication, February 01, 2017).

Finally, Italy was acknowledged as a person who enjoys life and is very sexy. Patrick Taylor said that Italy is, "overtly sexual... generally more concerned with the pleasures of life than life responsibilities" (personal communication, February 20, 2017). Building on that same idea, Dan Taylor said, "Italy is very sexy. They spend so much time on design and everything is very beautiful" (personal communication, February 17, 2017).

Although Italy shares some of the characteristics attributed to France, such as its elegance and recognition for holding appetizing types of wines, there were other aspects of the country that set it apart. As a person, Italy is recognized for its friendliness, focus on relationships with friends and family and emphasis on food and the products grown and harvested on its own land. Italy is acknowledged as a person who enjoys life and has an explosive personality, chaotic but sexy at the same time.

Argentina: Nothing but steaks and Malbec

Argentina is strongly linked to grilled meat, barbeques and Malbec.

However, those characteristics caused the country to be perceived as less diverse in its wine offerings. Argentina is also recognized for being volatile and less structured but friendly and talkative.

Strong relationship between steak and Malbec: All of the interviewees said that Argentina likes to eat steak. Many of them also linked steak to red wines, particularly Malbec. For example, Reddy said that the main image in his head in regards to this country involved meat, “Every time I think of Argentina I think of steaks” (personal communication, January 19, 2017). Roberts made the connection between meat and wines in his response, “They really know how to party. They are on a barbeque for three days, straight ... very open and friendly. He will have a lot of meat, perfectly seasoned. They will have a heavier red wine” (personal communication, February 24, 2017).

But the best description of Argentina and its relationship between wines and steaks came from Vogel, who said, “Argentina is simple. Right... Argentina... he is a farmer. Like, he raises cattle, and... Argentina’s wife grows grapes. Right. So this is what they do. They are about meat and they are about wine. This is Argentina, that’s it.” When describing Argentina’s part, Vogel continued,

Is gonna be a barbecue, and is gonna be ... outdoors, and they are gonna be cooking some stuff over some open flames, and like pouring wine into regular water glasses because you are probably eating with your hands. You are going to wear your cowboy boots for this party, like very casual (personal communication, February 10, 2017).

Less diverse in their wines offering: Due to their heavy reliance on Malbec, Argentina was seen as a less diverse destination of wine production. When he was asked if he imagined the country producing white wines, Mauro pointed out that red wines are part of the country’s culture,

I do, I do... but there's not, they are kind of limited in scope and, um... and they are perfectly good but I think culturally they don't tend to drink them that all, they tend to go with the big reds with the meat (personal communication, February 01, 2017).

Patrick Taylor addressed that the heavy reliance on Malbec was damaging the sales of Argentinian wines,

Argentina... is a winemaking region, um... you know, maybe focuses a little bit too heavily on Malbec, um... because I think is a trend to go, we are seeing that Malbec is starting to level off or slow down a little bit on sales (personal communication, February 20, 2017).

Ed Cook, from *Harris Teeter*, reinforced how Argentinian wines' low diversity affected their image. He recognized that they are

narrowly focused, the main thing you hear about Argentina is Malbec, and then Cabernet. So it's kind of red wines focused. So it would not be nearly as diverse as California or France. Um... so I think you'd considered it very value oriented, you know, the red wines that you get from there, for the quality are very fair prices, good prices specifically compared to the traditional areas of France and California (personal communication, January 25, 2017).

Adventurous, less structured and excited about life: Argentina is recognized for being outgoing and having an unstructured personality. For example, Caputo said about Argentina that: "I would imagine a worldly? I think of this as being a worldly place, where there is a lot of international culture. So... I would say adventurous" (personal communication, February 24, 2017).

Despite being adventurous, Argentinians were perceived as "relaxed" and unpredictable. Logan said,

(Argentina is) very politically and economically volatile... Um... I think the people who work there do great work and the winemakers who work there, I think they are brilliant, um... but to rely on regularity and consistent production is less so, than... in... certainly Chile or, you know, Great Britain or Germany.

When describing Argentina's party, Logan continued, "You should show up very late... um... the food will be delicious but it will also show up late" (personal communication, February 23, 2017).

Mauro used similar adjectives to describe Argentina as a person, “Argentina’s personality is... a little arrogant, also very talkative. Very affectionate at the same time. A little hectic, um... frenetic” (personal communication, February 01, 2017).

Finally, Sproesser reinforced the excitement that characterizes Argentina’s personality, “I would think of a person who was a little boisterous, and, um... excited about big, bold flavors and personality, and... excited about life, I think” (personal communication, February 24, 2017).

Despite being recognized as friendly and an exciting person, the heavy reliance on Malbec made Argentina look less diverse than other winemaking countries among the interviewees. This is a problem for Argentina, as interviewees acknowledged a country’s diversity of wine offerings was a benefit.

Chile: Reserved, into business and perceived as value-oriented

As a person, Chile is traditional, intelligible, more reserved, educated, into business and organized. It is value-oriented and does not have a reputation for holding high-quality products. However, in terms of wine offerings, some of the interviewees were capable of making the connection between cooler types of wine and Chile, arguing that the country is influenced by the Andes Mountains and Pacific Ocean’s air breezes.

Reserved and into business: Logan immediately linked that Chileans and Americans share the same way of doing business,

Chile is more structured, is more American, is more business like, is more... things are less crazy than they are in Argentina.” He continued:

I think that the Chileans are sort of... I don’t want to be like, pejorative, but like... American? Like, you know, sort of like, they like to do business the way that Americans like to do business, ordered, and structured and so... um... as opposed to more romance, Italian, Argentinian (personal communication, February 23, 2017).

Mauro agreed, adding, “Chile is a... I think, um... a lot more reserved and polite...and well educated. Intelligent. Also affectionate but in a little more reserved kind of way...and... what else? Um... yeah, a little bit more organized and less, less chaotic” (personal communication, February 1, 2017).

However, those perceptions were not always positive. For example, Reddy referred to the country as “...the kid in the class that’s like in the back and not really making a lot of friends.”

The interviewer responded, “More shy than Argentina?”

Reddy continued, “More shy than Argentina. As Argentina is trying to say ‘hey man, what’s up, my name is Argentina’ (laughs). You know. Chile is like ‘hey, what’s up...’ (Reddy used a lower tone of voice to personalize Chile’s voice) (personal communication, January 19, 2017).

Unknown among key influencers: It was noted that Chile was perceived as a shy and reserved person. But those qualities mean something more, as many interviewees declared not to know the country at all. That lack of awareness was passed on to its wine offerings, which were thought to be of lower quality. Vogel acknowledged:

When [consumers] think about South America, they are thinking about Argentina. Um... and so, I think there’s a lot... is easy to teach people value. And you can get a high-quality wine, and then take the prices, and generally [Chilean wines] are really good because people don’t know about them (personal communication, February 10, 2017).

For her, it was easier to promote and sell Chilean wines due to their low price.

Cook similarly emphasized,

Probably one thing Chile struggles with—and a little bit like Australia—is that it tends to be viewed as more value-oriented, and... doesn’t have a reputation for a high quality. Its reputation doesn’t live up to what it is actually producing. I think the red wines, and some of the white wines are much better than people give them credit for (personal communication, January 25, 2017).

Spada simply stated, “I don’t know enough. I know I had Chilean wines before.” When asked which, he said, “Definitely red, definitely red. I can’t think of a white that I had” (personal communication, February 21, 2017).

Connection to white wines and seafood: Despite the lack of awareness among interviewees, some were still able to connect Chile with the Pacific Ocean, cooler types of wines (mostly white) and seafood. When thinking about what type of food Chile likes to eat, Caputo said “Chile, I would say, some... some... grilled seafood with a Sauvignon Blanc from Casablanca valley” (personal communication, February 24, 2017). When asked to describe Chile’s party, Caputo added,

I would think would be a more, sort of a laid back and relaxed kind of party, and there would be a lot delicious white wines and also some nice reds... and it would be serving like, a lot of different seafood dishes (personal communication, February 24, 2017).

Mauro added, “A party in Chile could be on the coast, I can see that... with a lot of, um... seafood and fish and shellfish. I see those good stews with seafood that they make.” When asked what type of wine would be at the party, Mauro said,

I think Chile’s wines are a lot more diverse, and then you have the big, bold reds that go great with grilled meat and you have the lighter, kind of Pinot Noir reds and then much better whites, um... especially Sauvignon Blanc and, um... especially the kind of the more coastal wines, the more cooler wines. They have more acidity and can go better with kind of... rich seafood dishes, or not even... light seafood dishes as well (personal communication, February 1, 2017).

Finally, Barger also made the connection between white, cooler wines, and she linked them with the Andes Mountains. When thinking of Chile as the host of a party, she said, “I imagine she would serve fresh seafood and maybe goat cheese. I imagine that her party would be in the mountains with a lovely view. A lot of the wines that she makes come from cooler climates” (personal communication, January 18, 2017).

Among the interviewees, the main problem Chile has was a lack of knowledge about the country in general. Additionally, when people talked about Chile as a person, they imagined it as

reserved, polite and business-oriented. However, there were some interviewees who were able to identify Chilean wines coming from cooler climates, due to its closeness to the Pacific Ocean and the Andes Mountains.

Final analysis of the personality traits

Interview findings showed how each country has a specific personality. These personalities were also passed on to a nation's wine personalities. Conversely, some findings showed how a wine personality could impact a nation's broader brand.

In sum, France was seen as sophisticated, snobby and linked to the “finer things in life.” Italy was seen as connected to what they produce on their land and a producer of simple and delicious wines. However, it was sometimes acknowledged as chaotic, mercurial and sexy. Argentina was strongly linked to Malbec and grilled meat but was seen as less diverse among the interviewees. Finally, Chile was considered value-oriented, quiet and reserved, but not home to high quality products. However, some interviewees were able to link Chile with cooler types of wines (mostly white, linked to seafood, the Pacific Ocean and the Andes Mountains breezes).

While the above findings show the diverging personalities associated with specific countries, the following are four overarching insights, regardless of country.

A wine's quality is related to the geography and climate of its region of origin

The perception of a wine's quality is directly linked to the geography, climate, type of soil and other characteristics of the specific region in which it was produced. The interviewees attributed those characteristics to the entire country when they were asked to give specific

personality traits about them. Particular wine regions and grape varieties were the driving forces to define France and Italy, not specific private wine brands.

Geography, climate and type of soil define each wine: For Taylor, France's geography was also crucial in the winemaking process. He explained,

France, to me... is kind of the... I don't want to say inventors of wine because I think that, probably, the inventors of wine would be the Greeks, if anything, but... but the French, just have... they have the just, the right area. You know what I mean... They got the mountains and the weather... they got the right coolness in the winter and... because it's been such a great microclimate, and they have been growing the wines for so long that the wine started to get history (personal communication, February 17, 2017).

Spada also described the importance of a region's geography, types of soil and climate in the winemaking process,

As you know, you know... there are different regions with the climates, and the soil and everything else that are going to produce better grapes that are going to make specific types of wines that are going to be better than, maybe, (what) you might get somewhere else (personal communication, February 21, 2017).

The higher the diversity, the better: Another finding was that when interviewees were more knowledgeable about the geography and specific wine regions within a country, they also attributed more value to the country's overall wine spectrum. Geography, climate, type of soil not only defined the nation's wines, but also the nation brands of these countries.

Patrick Taylor pointed out that there is a specific region of Argentina, Mendoza, that provides different types of wine varieties. For him, that diversity can then be reflected by the overall wine offerings of the country. He said,

In Argentina, the Catena family is spending a lot of time and a lot of energy trying to, um... what's the word I'm looking for... trying to shine a light on the specific growing regions within, not just Mendoza but within Mendoza, um... like a Chardonnay from Tupungato, or Cabernet from this area, or Cabernet from other area which... I think makes people consider the country as a whole perhaps more, or perhaps the diversity within the country (personal communication, February 20, 2017).

Deep-rooted regions of origin that hold high quality wines: Finally, Reddy emphasized how certain regions of the world and their distinctive wines were rooted deeply in the minds of his consumers. He said that the connection between quality and region of origin was evident,

A lot of times, it's... you know, it's certain things. Like it's a, 'yeah, I like Sauvignon Blanc from New Zealand'. 'I like Syrah from Australia'. 'I like Cab from California'. 'I like Chardonnay from, you know... I like Chardonnay from California', stuff like that. It's like, is sort of like... iconic. 'I like Sauvignon Blanc from France.'

When asked why he thought this occurred, he continued,

A lot of people are looking for like, the... the classic varietal for that region, you know. What's funny it's a lot of times people, there's like, you know, 'I love Sancerre'. And sure, we'll show them some Sancerre, and... 'I love Sancerre', like, something is ingrained in their mind. They don't even know Sancerre is Sauvignon Blanc (personal communication, January 19, 2017).

These quotes reinforce the idea that wines are inevitably linked to the region in which they are produced.

Dissonance between the cost and value of the wines

Another finding was that the relationship between price and quality was important for influencers. Although many interviewees reported being price sensitive – or that price was the first thing that impacted their decision to buy or promote specific types of wine – the most expensive products were viewed with more regard.

The “price and value” ratio matters: Vogel was one of the wine buyers that acknowledged being price sensitive. She said,

I retail my wines a little bit differently than other shops. Instead of dividing them by where they are from, or what the grape is, I merchandise them according to, simply, color and price. And so... um... that is how I help people shop. If someone comes in, I ask 'what are you looking for, red or white wine?' And then 'what price should I keep it under for you?' (personal communication, February 10, 2017).

Reddy agreed with her by saying that people like a high-quality product for which they do not have to spend much money. He said,

The public likes good wine and not paying a lot for it. So...I tend to get on that same sort of thought process. When I am buying wine, I am looking for wine that very much delivers on quality and doesn't cost a lot of money (personal communication, January 19, 2017).

Thus, the relationship between price and quality was key for the interviewees.

Barger said there was an expectation of quality associated with price, specifying, “When I taste the wine I know how the quality should compare to the price so if someone comes to me with a company, hopefully the quality/price ratio should be balanced” (personal communication, January 18, 2017).

The more known the region of origin, the higher the value: Wines that were most widely known by these interviewees were perceived as more upscale. Conversely, wines coming from less-known countries and regions were seen as value-oriented and, in some cases, less diverse.

France was probably the most evident example. Dan Taylor said that he prefers to enjoy his French wine by itself, even though it is an expensive acquisition, “Sometimes, I really like to drink Bordeaux and Burgundy, but I want to drink them on their own because, first of all, they are very expensive and secondly, they have very interesting nuances that I want to appreciate” (personal communication, February 17, 2017).

South American wines are unknown, lacking complexity and cheap: In contrast to France, wines from South America tend to be off the radar of wine buyers, even though some wine shops may seek out to them. For example, Logan reported having trouble sometimes when seeking importers to try to buy Latin American wines,

For the most part, we approach [importers]. We say, ‘We are a Latin American wine and spirits bar, we want to know your portfolio from Latin America’ and inevitably they get confused and say ‘Well, here is our Spanish, here’s our Portuguese (portfolio)...’ (personal communication, February 24, 2017).

Taylor did not attribute much “complexity” to Argentinian wines, which is directly related to the quality of the product. He said,

I don’t know that much about Argentina. I mean... if I were to describe it as a person I would think of it as a young child. The country is old but the wine growing is not nearly as old as some of the European countries (personal communication, February 17, 2017).

These quotes reinforce how important price is in the decision-making process of wine influencers. However, these findings also relate back to the importance that a wine's region of origin has on the price and perceived quality of the product.

Unique wines and winemaking practices catch the attention of key influencers

Besides region of origin and price, key influencers also pay a considerable amount of attention to unique wines from foreign countries, as well as the winemaking practices of the different products that they taste and promote. For some, the way to know a new country's wine offering is through non-traditional products that are less common among the general public.

Unique wines make a wine seller "unique": Mauro said that he focuses on niche wines because that adds value to his overall portfolio. He said, "I focus more on small producers on specific regions, or working with different types of grapes rather than typical grapes from Argentina and the other countries" (personal communication, February 01, 2017).

For Logan, unique wines were important because it is the main focus of his restaurant:

We always said that we were interested in weird products, and so... distributors always, like... taste things, or buy things and then... can't sell them, you know. They fall in love with them but it's, you know, 250-year-old *Pais* from southern Chile (a very unique type of wine), and they are like... you have to hand-sell it. You have to explain to people why this is a special wine, why did you drink *Pais*, why... whatever. And so, we always told them 'if you have a product that you believe in, that you don't know how to sell, call us...' you know. Well, they were very interested, and so... when I started calling them, they would said 'we have this Cabernet', 'we have this Carmenere', whatever. Um... and I would say, 'Give me your weird stuff'. "Give me the stuff that you bought because you loved but you did not know how to sell and I'll sell it for you (personal communication, February 24, 2017).

Winemaking practices: an indicator of quality: Other influencers highlighted that winemaking practices matter to them because it also speaks about the quality of the product and the level of expertise of a country's wine industry.

When speaking about Chile, Patrick Taylor said,

I think that they have a slightly... a small amount of identity crisis, um... now it's because of the farming, it's a lot of... good wines from Chile can be a little bit more green and I think that has to do with

management in the vineyard. And I think that their branding tends to be one-dimensional as well (personal communication, February 20, 2017).

Reddy argued that winemaking practices are important to him because his consumers nowadays care more than ever about that. He said,

Believe it or not, I hate to use the word like ‘buzzword.’ But like... you know... people are generally gravitating to words such as ‘organic wines’, they are gravitating to words ‘wineries that are using more sustainable practices, farming practices’ and even going so far as biodynamic wines. And these are all, I hate this calling, ‘buzzwords’, or ‘catchwords’ but people like to know that these days, more so than before. Ten years before, no one gave a dam if it was an organic wine or not. Now people care (personal communication, January 19, 2017).

Unique wines matter to key influencers because they want to show and promote products that people cannot get somewhere else. These unique wines also shape perception of a country as a whole. The winemaking practices behind each product also represent a level of maturity of a country’s wine industry, thus impacting wine buyers’ perceptions.

Influencers’ perceptions shaped by multiple sources of information

Finally, interviewees reported that direct contact between themselves and the wineries is important because they want to “hear the story behind” each wine they taste and promote. Interviews also revealed how influencers are exposed to, and impacted by, specific media channels that surround them, impacting their perception of a foreign country and, eventually, the wines produced in that country.

One-on-one interaction is key: Mauro told of a winemaker from Chile who is very active in visiting the markets to which he exports, which helps Mauro tell his clients the story behind a product. He said, “It’s helpful to have the owner... or the winemaker, somebody from the winery there, talking to buyers at the shops, restaurants. Um...” When asked why that was important, he continued,

Right. So, he goes around with however is importing and distributing his wines, um... it’s important, you know, I don’t know, I would not know how to zero on it but it just makes a difference when the people who

are actually making the product are there, explaining how it's made, explaining the vineyards and the location, and then, you know, um... the characteristics of the terroir and with the buyer there, tasting the wine and listening to them gives the feel and the whole description (personal communication, February 01, 2017).

The same happens at restaurants. Sproesser, who on a daily basis deals with this type of business, said that diners appreciate learning about the story behind what they are drinking,

We have done these wine tasting events and we have some bigger picture competitions, but... I think the restaurants and the consumers really love having an experience that they can't have just as a restaurant diner. So... a lot of restaurants have success with hosting something like a wine dinner, where they are creating a special menu, it's a limited audience of people who are coming and they are having access to the artisan. It's not just... it's not just the marketing company, it's not just the wine distributor who is trying to tell you about it but the winemaker themselves coming and giving guests that one on one experience that they can only have if they went to Chile and went to the wineries... we would love to see more of that in this region and I think that there would be a great market for it because the diners are hungry for new flavors, they are really engaged and they jump on new foodie activities and experiences really quickly (personal communication, February 24, 2017).

Other sources of information are important: Influencers agreed that firsthand contact between them and the wineries affected their perception about their products. But, other types of communication also impacted their decision to buy or promote them, such as niche magazines, social media platforms and even movies. Reddy said that he usually reads *Wine Spectator* and Eric Asimov's column on the *New York Times*. He also said, "I do know from *Food Network* that Argentina has a very strong beef culture" (personal communication, January 19, 2017). This means that even broader media such as the *Food Network* inevitably exposed him to learning how strong the beef culture in Argentina is.

Spada's picture of Argentina was strikingly similar,

To me, having never been there but just only seeing it through movies, or television, or shows that I am watching, or whatever, it just looks like a beautiful countryside. I like that, you know... that they are big cow producing and meat producers (personal communication, February 21, 2017).

Logan said that he follows social media accounts on Twitter, Instagram and Facebook of wineries in Latin America to get information about what is being produced before many others become aware:

I am a pretty driven person, and so I know... I am always active on social media. I try to follow and be ahead of what's going on because distributors want to sell what they have, and sometimes I want to sell

what they don't have yet. So, I'll say, 'I want this. Give me this. Give me samples of this. Let me taste this, and then I'll sell it for you' (personal communication, February 23, 2017).

This theme speaks to the mediated society in which people currently live. Many sources of information shape perceptions of a country's wine offerings. Sometimes, influencers are information seeking; at other times, the information comes from movies, TV shows and other types of media.

Final analysis of the four overarching themes

The overarching themes identified from interviews relate to each country's personality traits. The most important theme was the strong association between the quality of a wine and the geography, climate and types of soil from its region of origin. All interviewees recognized that good wines were produced on "specific types of soils," or with "particular climates" that related to the geography of a specific region in France and Italy. There were a few interviewees that could also make that distinction for Argentina (Mendoza Valley) and Chile (Casablanca Valley). However, the diversity of valleys identified within France and Italy was overwhelmingly higher than the valleys identified for their South American counterparts.

Geography is intrinsically related to the second overarching theme: the dissonance between cost and value of wines from different countries. France and Italy held a higher reputation among the interviewees. Argentina was mostly criticized for lacking a diversity of wine grapes, heavily relying on Malbec. Only a few interviewees knew of Chile's wine offerings. This lack of diversity and awareness made their products seem value oriented but of low quality.

CHAPTER 6: DISCUSSION

All of these findings lead to one big insight: *a wine's brand is its nation's brand*.

As shown in the competitive analysis, France extensively used its nation brand to market the different wine regions within the country. Those different regions were all paired with specific types of wine and tourism experiences. French wines' image was shaped by France's nation brand, and vice versa.

Findings from in-depth interviews also revealed that the geographic and climate characteristics of a region in which wines are produced relates to perceptions of quality. Since the level of knowledge about France and Italy's different wine regions and their characteristics was higher than Argentina and Chile's geography, interviewees tended to attribute a higher quality overall to French and Italian wines.

These findings support the insight that a wine's brand is primarily shaped by its nation's brand. France sells wine through the marketing of different wine regions and tourism experiences, all housed under its country's overall reputation. Although none of the interviewees said they knew of the French website analyzed for this study, all of them recognized attributes portrayed on it when referring to French wines, using adjectives such as "elegant" and "sophisticated" while acknowledging that the country is home to diverse wine regions with distinctive products.

Perception of Chilean wines was also shaped by Chile's nation brand. However, the problem for Chilean wines was that the level of awareness of the country was stunningly low, leading to a perception of low quality. Although some interviewees recognized Chile's cooler

types of wines, interviewees rarely knew much about the country's geography and types of climate. Since a nation's brand is what shapes a wine's brand, the lack of awareness about Chile in general hindered perceptions about Chile's wine. Chilean communication efforts did not emphasize the diversity of its geography, which could help the country gain more respect due to its diverse wine offering.

Price was also a driving force for interviewees. High-priced wines held a better reputation than low-priced wines. The most expensive wines came from regions with which they were already very familiar with, such as France and Italy. Because of its lack of awareness and low cost, Chilean wines were considered of lower quality, despite the fact that some interviewees recognized Chilean wines as good.

However, Chile was also recognized as a young and immature country in the winemaking process. Some interviewees said that Chile's wine industry was still in its early stages, meaning their wines were not as refined as European ones. This inexperience transferred to perceptions of wine quality.

All of these findings reveal that Chile's nation brand poses a problem for its wine industry. Although at the beginning of this study it was proposed that the Chilean wine industry could be used as an industry to improve Chile's reputation and soft power abroad, it was found that one of the main impediments of the wine industry was its nation's brand. Chilean wines need to develop a stronger national brand identity if they later want to build a reputation for holding high-quality wines.

This study's base in the literature mainly focused on how a nation's brand is shaped by multiple factors. Anholt's competitive identity concept (2015) proposed that a country's reputation abroad is shaped by six elements: (1) tourism, (2) exports, (3) governance, (4)

investment and immigration, (5) culture and heritage, and (6) people. Fan (2006) argued that different aspects of a country shape its overall *nation brand*. According to him, countries are composed of a wide variety of landscapes, natural resources, political decisions, people, culture and traditions, among other factors.

This study supports that literature, adding a new lens through which to analyze the issue: the nation brand is what shapes the image and reputation of a country's industry abroad, in this case, Chilean wines. This builds from the *country-of-origin effect* literature (Elliott and Cameron, 1994). That literature proposed how certain new products and services traded abroad make use of their nation brand to gain respect among international consumers.

Figure 2: The effect of the Chilean nation brand on Chilean wines



Unlike Figure 1 (the hexagon of competitive identity), this thesis' results show how it is the Chilean national brand that shapes the image of the Chilean wines industry abroad.

However, this may be a good problem to have. According to Anholt (2015), a country needs *strategy*, *substance* (policies) and *symbolic actions* to enhance its nation brand in the world by using specific industries to build that reputation. The Chilean wines sector does have a strategy – *The 2025 Plan*, with the objective to position Chile as a leading producer of premium, sustainable and diverse wines from the New World. The industry plans to use certain policies to build on that strategy, such as the Free Trade Agreement between Chile and the United States.

Thus, arguably, the area of *symbolic actions* most needs to be further developed to communicate how that strategy, coupled with those policies, make Chile the go-to place for high-quality wines.

In sum, the research questions were answered as follows:

RQ1. What insights can be gained from the French wine's IMC (integrated marketing communications) campaign to promote itself in the U.S.?

The competitive analysis showed that France heavily relied on its nation brand to promote its wine industry. Highlighting specific regions of the country, such as Alsace, Bordeaux and Loire, each region held a particular “secret” that marketed the different experiences that final consumers could enjoy involving French wines.

Although none of the interviewees reported having visited the website analyzed for this study, they overwhelmingly made the connection between different French regions with particular types of geographies, soils, valleys and varieties that made each of its products unique and distinctive. The French wine industry was thus a reflection of France's nation brand.

RQ2a. What lessons can be drawn from Chile's current wine campaigns targeted at the United States?

Chile did not achieve the same impression among key influencers. The lack of a consistent messaging strategy shown on its website seemed to be reflected by these influencers' perception of the country, most of whom did not know Chile's wine offerings. Chile has an opportunity through its wine industry to enhance its nation brand in the United States. However, up to now, that opportunity has not been taken.

Chile should concentrate on marketing the diversity of its geographies, climates and types of soils, which produce varied types of wines with different characteristics and stories to tell to the world. That quality needs to be promoted more aggressively, starting by improving the current content exposed in the *Wines of Chile* website.

RQ2b. Based on the findings from RQ1, how can Chilean wines improve their current IMC initiatives?

The executives behind the promotion of the Chilean wine industry need to make more extensive use of Chile's national brand to shape perceptions among the public. Learning from France's case, Chile also needs to segment its different valleys and wine regions more effectively. The current promotion is reduced to a *one-size fits all* messaging strategy that does not reflect the diversity of Chilean wines. France paired different regions with specific tourism experiences, something that Chile could also use to improve its IMC efforts. That way, the selling becomes not centered just on the wine but on the country, as well as the experiences of the different regions that produce the products.

RQ3. How do Chilean wineries need to communicate their distinctive attributes to different publics, such as wholesalers, owners of restaurants, sommeliers, chefs, managers at supermarkets, specialized media outlets in wine and gastronomy and final consumers?

In-depth interviews showed how important the geographic and climate characteristics of the different wine regions are, as well as the winemaking practices that produce products.

Two main insights could help shape Chile's wine campaign: a) the development of specific wine region identities, all housed under the same Chilean national brand, b) and the highlighting of specific winemaking practices that make each product unique.

Develop a wine region's identity: As shown, key influencers, as well as consumers, are eager to learn more about the place in which the wine that they drink comes from. Winemakers need to work to connect their product to the distinctive geographies, climate, and other characteristics that shape the region in which their product is produced. This segmentation helps influencers relate to what they taste. For Chile, this could include telling the stories of wines coming from cooler climates closer to the Pacific Ocean, or the characteristic soil of a specific

hill located in one of the central valleys, or wine made from grapes that are more than a hundred years old, just to name some examples.

Unique wines produced by sophisticated winemaking practices: Quality was intrinsically related to the winemaking practices behind each of the products that influencers promoted. The maturity of the wine industry behind each country was important to them. Some interviewees recognized that the Chilean wine industry was still at its early stages, even though the business has evolved exponentially in the last 30 years. Wineries should thus invest in practices that help build this reputation over the longer term.

From “gastrodiplomacy” to “wine diplomacy”

The literature also discussed how certain nations have developed “gastrodiplomacy” campaigns to promote a nation’s brand abroad. Although the gastronomy industry was not part of this study, the findings offered evidence for Chile to start a more aggressive “wine diplomacy” campaign. Other countries that have developed gastrodiplomacy campaigns have counted on the support of their governments to promote the overall image of their cuisine, linked to the history and culture of each nation, such as the cases of Peru, South Korea and Thailand.

Based on the findings of this research, Chile could imitate some of those efforts, but focus on wine and the different wine regions of the country. Private enterprises should keep their private labels but try harder to link each of their products with the origin characteristics (geographies, climates, types of soil) that make each wine so unique. As discussed, this is a cyclical process that needs to be addressed from both ends. If the government and the private sector work together, Chile could make use of its wine industry as a public diplomacy tool to enhance its soft power abroad. At the same time, private companies could make use of their

country's reputation to promote their products based on their country – and region within the country – of origin.

Pull and push marketing strategies

This study also intended to understand how Chilean wineries could reach different types of publics with their products, be they on the B2B side (importers, wholesalers, owners of wine bars, wine buyers at restaurants and supermarkets, among others) or the B2C side (final consumers). Both types of publics can be reached through different types of marketing strategies: push strategy (B2B side) and pull strategy (B2C side).

The findings from this study suggested that Chilean wineries need to design and execute more aggressive campaigns directed to final consumers (pull strategy). If the campaigns are successful, the consumers will be motivated to demand more Chilean wines in the wine bars, wine stores, supermarkets and restaurants in which they buy the product. These campaigns should not only be concentrated on the product itself but also on the “experience around Chilean wines” more broadly. These wineries could establish partnerships with tourism sites, restaurants and chefs in order to provide a broader experience around the product. A concentration should be placed not only on the quality of the product but also on the activities that consumers can do while consuming it. Essentially, Chile needs to sell the experience of Chilean wine through the experience of Chile itself.

However, this does not mean efforts should only focus on the consumer side. Wineries should also focus on their B2B partners in the United States in order to influence importers, wholesalers and wine buyers. These B2B partners are important influencers in the supply chain.

A push strategy needs to be considered because most of these influencers remained relatively naïve to Chilean wines, as well as the nation as a whole.

CHAPTER 7: STRATEGIC RECOMMENDATIONS

This section proposes four strategic recommendations that Chilean wineries should consider when planning and executing their promotional campaigns in the United States. The overarching insight of the study, a wine's brand is its nation's brand, builds the first recommendation, which is broken down into three tactical recommendations.

1. Chilean wines need to strongly embrace their nation brand

Chilean communication materials need to take advantage of the diversity of geographies, climates and distinctive characteristics that define each of the country's wine regions. Materials should evolve from a *one-size fits all* messaging strategy to a diverse array of contents that speak about the different and distinctive characteristics that make Chile unique. Yet, all of these regions should be housed under the same Chilean nation brand. Each region should also pair specific tourism experiences that set them apart. The idea behind this is not to encourage competition but to create an overall harmony that speaks to a diverse nation. Chile should be portrayed as home to different experiences that all offer high quality.

Finally, the connection between wines and Chilean gastronomy should be stronger. The different food and dishes of the nation speak to the country's culture and diversity. Even though it was not detailed in the communications audit for Chile, the website showed different recipes of Chilean dishes. However, none of them was paired with Chilean wines (see Appendix 10). That

connection was missed and should be added to their communication materials, as gastronomy is lens to link wines with specific regions of origin.

Wineries should also better connect with other key actors – such as tourism sites, government agencies, trade associations of other food and gastronomy – to promote the nation abroad. Since all of these players are involved in the construction of the nation brand abroad and all benefit from that image, efforts should be harmonized and cohesive.

2. Sell unique wines

Another recommendation, aligned with findings from the in-depth interviews, is to promote unique types of wine. Interviewees acknowledged that wines with unique stories impacted them. So, for example, if a wine was produced on a specific hill on the lower Andes Mountains that receives sunlight only in the morning – thus shaping the quality of the wine – this story should be shared prominently. Unique wines are thus a great tool to develop the brand of Chile's wine industry more broadly.

Winemaking practices can also make a product interesting and newsworthy among wine buyers and key journalists. As was shown, people want to know what makes a wine special. Is it an organic wine? Were grapes exposed to low levels of pesticide? These elements have a major impact on a wine's brand.

3. Reduce one-way publicity messages

On a tactical level, it was shown that Chile's messages heavily relied on one-way forms of publicity while rarely, if ever, incorporating two-way user experiences. In many instances, the website did not even work properly or was outdated. For example, the “Studies & Reports”

section was dominated by reports about wine production in Chile, hectares planted, and export facts and figures. However, many files could not even be downloaded. The “Activities Recap and Seminars” tab had 100 presentations, but only one could be downloaded. Other locations were quite outdated. The “Harvest Reports” tab had information from 2009 and 2012 (see Appendix 11), and the “Hectares planted” section had information from 2006 and 2007. Since the information was so outdated, the site suffered from a lack of engagement. Another example was found in the “Media Room” section. Traditionally, media room sections are directed at journalists and news outlets in order for them to learn more about companies or associations. Again, many media pages had photos that could not be downloaded or were not available.

This is an issue that needs to be addressed and fixed. Besides highlighting the specific regions within the country housed under the same nation brand, Chilean contents should also worry about focusing on two-way communication messages that engage the reader and establish a communication that benefits both parties, with Chile as a provider, and the reader as a consumer with specific needs and wants. France did this well with an interactive site and an interactive campaign. Chile should do the same.

4. Consider developing an IMC campaign

Building from the interviews, wineries should design their campaigns using an IMC approach. People are impacted by many different types of media – paid, owned and earned media. Paid media is considered as “paid placements that promote a product, website, piece of content or anything else that an advertiser wants to pay to draw attention to” (Burcher, 2012, p. 9). Owned media is “any asset owned by the brand” (Burcher, 2012, p. 9), such as a corporate website, corporate social media channels. Finally, earned media are “brand-related consumer

actions and conversations” (Burcher, 2012, p. 9), which can be people recommending a product on social media or news articles published by journalists. For Chilean wineries, it becomes critical to develop a plan that considers not only traditional media relations but also advertising on specialized wine outlets, the use of social media channels, such as YouTube, Facebook, Twitter and Instagram, and also one-on-one relationships.

According to a report released by Mintel, grocery stores are still the leading point of wine purchases, so there is still room to improve in-store experiences that appeal to the consumers (Mintel, 2016). Those actions should be a part of an IMC campaign since they could provoke word of mouth comments from attendees to the stores among their friends and contribute to a broader *experience* of Chilean wines. For an initial proposal to develop an IMC campaign for *Wines of Chile*, please refer to the Appendix N° 12.

From a messaging perspective, the promotion of the region of origin and the specific winemaking practices that led to the production of a specific type of wine and the history behind each bottle should be aligned under the same Chilean nation brand.

CHAPTER 8: CONCLUSION, LIMITATIONS AND SUGGESTED RESEARCH

This thesis began with the notion that Chile could make use of its wine industry to enhance its nation brand abroad, particularly in the United States. However, after conducting the research, this notion appeared to be backwards. The wine brand was predominantly shaped by the Chilean nation brand, not the other way around. This is a cyclical process. Even though Chile could potentially take advantage of its wine industry to improve its soft power and nation brand abroad, the industry is still inevitably shaped by the perception that Americans held about the country as a whole.

This finding, a wine's brand is its nation's brand, adds new knowledge to the literature. Not only do specific industries contribute to the overall reputation of a country abroad, those industries are intrinsically shaped by a nation's image. That being said, it becomes necessary to conduct more aggressive promotional efforts to link the Chilean wine industry to the country's geography and other characteristics. The connection should concentrate on showing how the people behind this wine industry has a direct impact on the product's quality and, indirectly, on the country's reputation.

Limitations and suggested research

Case studies and qualitative research are sometimes viewed as limited because of a small sample. However, this study provided rich insights about how specific key influencers within the wine supply and promotional chain in the United States perceive the Chilean nation brand. In a

business as competitive as wines, it becomes even more important to understand the “why” behind these influencers’ perceptions about the level of quality of the Chilean wines.

The cities in which the interviewees live and work could also be considered a limitation (North Carolina and the District of Columbia) because they do not represent the diversity of states and regions within the United States. However, both areas represented major American cities with varied tastes and opinions.

Future research could employ quantitative methods to reach a wider sample. For example, a survey could analyze the attitudes and perceptions that Americans have about Chile as a country in general. Those insights could complement this study, better testing whether the wine industry should emphasize the different winemaking regions within the nation.

Americans perceptions of wines, particularly Chilean wines, could also be further studied. Some interviewees gave insights about how simple or relaxed the Chilean approach to drinking wine is. The notion of *relaxed simplicity*, as well as other messaging themes, could also be developed by future studies.

APPENDIX 1: INTERVIEW GUIDE

This interview guide outlines three big topics that were mentioned to each interviewee, with specific questions per topic: role/routine of the interviewee on his or her organization, what impacts their decision to buy, write about or recommend specific types of wine, and the name association that they do with specific regions and countries of the world (France, Italy, Argentina and Chile).

The final objective of the interviews was to get to deep emotional feelings that this key actors have with the product and with specific countries of origin of wines.

Routine/role of the interviewee in his or her organization

- Please briefly introduce yourself. What is your current role at your organization?
- How did you achieve your current position? (OR) What is your connection to wine?

Daily routine

- Describe a typical day at work for you. Walk me through your entire daily routine.
- When you need to do research about wine at work, from where do you get that information?
- Please describe what is your direct contact with your wine supplier.
 - What is the typical channel through which you communicate with them?
Personally? Through a newsletter? Online?
- Please describe what is your direct contact with the final consumers.
 - What is the typical channel through which you communicate with them?
Personally? Through a newsletter? Online?

- Can you recall any particular episode in which a specific type of wine was very well received among your customers/readers? What made that experience so successful?

What impacts their decision to buy, write or recommend wine

- Thank you for describing your routine. Now, can I ask you about what impacts your decision to buy, write about, or recommend a specific type of wine?

Projective technique

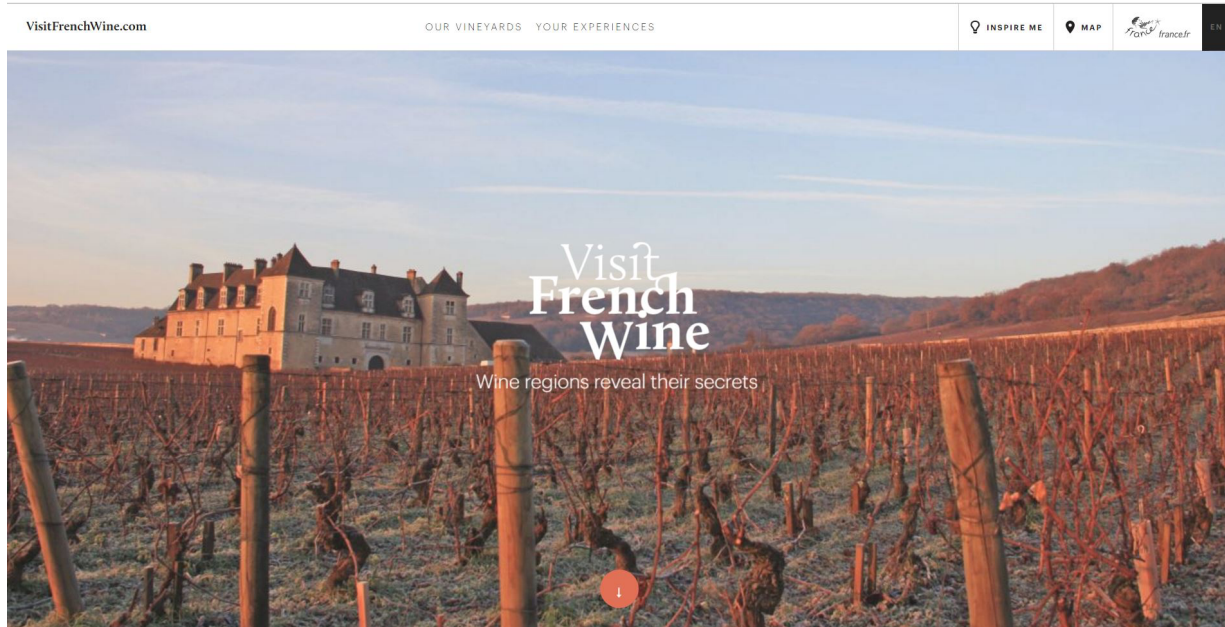
- Now I will mention specific regions/countries of the world. Despite the fact that you may or may not have visited this region/country, I want you to describe this place for me as if it is a **person**.
- Please use all of your senses and psychical impressions to describe this person: imagine its personality, if it is a close or distant friend, if it is fancy, hard working, modest, etc.
- Also, please mention the type of food he or she likes to eat—fruit, maybe seafood, beef, olive oil, etc.
- Finally, imagine that this person is hosting a party. How would that party be? How his or her house would look like? Would you be interested in attending this party or not?
 - France
 - Argentina
 - Italy
 - Chile

APPENDIX 2: PROFILES OF THE INTERVIEWEES

Ed Cook Director of Wine and Beer Merchandising Harris Teeter	Ed Cook is responsible of making all the acquisition, pricing, promotion and sales decisions in regards to the wines and beers of all <i>Harris Teeter</i> 's stores, from Florida to the District of Columbia. He spends his time evaluating short and long term strategies, developing the tactics and also meeting distributors and suppliers from the United States and abroad.
Chetan Reddy Wine Buyer A Southern Season	Chetan Reddy is the wine buyer for <i>A Southern Season</i> , located in Chapel Hill, North Carolina. He has been working with wines since 2006 and has experience with the restaurant and distributor sides of the business as well. Since its creation in 1975, Southern Season has been known for the breadth and quality of its gourmet foods, wines, housewares, and cookware.
Jen Barger Store Manager Hillsborough Wine Company	Jen Barger is the store manager of <i>The Hillsborough Wine Company</i> , located in Hillsborough, North Carolina. She has been in the wine business since 2002. She assists consumers to pick up wines, tastes and buys all the wines exposed in the shelves, and meets with distributors to arrange orders. She is passionate about food and wine.
Tami Vogel Wine Buyer Bottle 501	Tami Vogel is the wine buyer of <i>Bottle 501</i> , a wine bar located in Durham, North Carolina. In addition to pricing and daily operations, she tastes and buys all the wines exposed in the shelves and served to the consumers in the bar. She is a certified sommelier and also has experience in the restaurant and distribution sides of the wine business.
Daniel Taylor Chef BriarChapelChef.com	Dan Taylor is a professional chef. He owns a small business (BriarChapelChef.com) in which he provides cooking services, in-home catering and restaurant consulting. He has 20 years of professional experience in the United States, the United Kingdom and the Cayman Islands.
Ron Spada Chef Sur La Table	Ron Spada has been in the restaurants business for more than 30 years. His experience ranges from chef at restaurants to consultant for supermarkets such as <i>Whole Foods</i> . He currently works in <i>Sur La Table</i> in Durham, North Carolina, offering cooking classes.
Patrick Taylor Director of Sales for North Carolina The Country Vintner	Patrick Taylor is the director of sales for North Carolina of <i>The Country Vintner</i> , a subsidiary of <i>The Winebow Group</i> (a significant importer and distributor of fine wines in the United States). With 18 years of experience in the wines industry, he started his career selecting the wines for The Angus Barn, an upscale restaurant located in Raleigh, North Carolina.

Craig Mauro Owner Raya Imports	Craig Mauro is a former journalist and the current owner of <i>Raya Imports</i> . With offices in Washington, DC and Chicago, the company focuses on importing and distributing wines from Chile, Argentina, Italy and France. Mauro got interested in the wine business after having lived in Argentina in the early 2000s. He focuses on fine and small wineries.
Justin Logan Owner Ruta del Vino	Justin Logan is the owner of <i>Ruta del Vino</i> , a wine bar and restaurant inaugurated in November of 2016 in Washington, DC. The restaurant focuses on Latin American cuisine, wines and spirits. Logan is in charge of the acquisition of all the wines sold in the bar.
Tina Caputo Journalist TinaCaputo.com	Tina Caputo is a wine, food and lifestyle writer who regularly contributes to <i>ZesterDaily.com</i> and <i>Sonoma</i> magazine, among other publications. She spent five years as the managing editor for <i>Wines & Vines</i> magazine before moving on to become the editor-in-chief of <i>Vineyard & Winery Management</i> magazine, a position she held for more than seven years. She has been 20 years in the wine business.
Joe Roberts Owner 1winedude.com	Joe Roberts is the creator of <i>1winedude.com</i> , founded in 2007 and known as an influential independent wine blog. He has written articles for a diverse-array of publications, including <i>Playboy.com</i> and <i>Wine Business Monthly</i> . He is also a frequent judge of wine competitions worldwide.
Julie Sproesser Managing Director Restaurant Association of Metropolitan Washington	Julie Sproesser is the managing director of the <i>Restaurant Association of Metropolitan Washington</i> (RAMW), the official trade association for all the restaurant and food service industries in the District of Columbia, several counties in Northern Virginia and Southern Maryland. It organizes several consumer-facing programs to attract diners, such as the Restaurant Week and the Cocktail Week.

APPENDIX 3: FRANCE'S WEBSITE HOMEPAGE



APPENDIX 4: ALSACE'S PAGE

The Alsace vineyards offer a range of exceptional wines. Rich in history and architecture and boasting a unique landscape, they hold a range of varied events all year round.

Protected by the natural barrier of the Vosges Mountains, the vineyards of Alsace benefit from a **unique climate** and a variety of different grape-growing districts. The **many different grape varieties** which thrive here produce an incomparable range of **rich and aromatic wines**, from the driest and most delicate to the most opulent and full-bodied. The **Alsace Wine Route, one of the oldest in France**, crosses these different wine districts. From Marlenheim to Thann, it allows you to discover **170 km of scenic landscapes**, from medieval villages and half-timbered houses decorated with flowers, to castles and Roman and Gothic churches. The wine route is also a place for **community events**: from April to October the grape harvest festival is celebrated in numerous local villages, and then there are the **famous Christmas markets**.

› Read more

3 REASONS TO COME HERE

1. Travel the 170-km Alsace Wine Route at the foot of the Vosges Mountains.
2. Meet the winemakers in their wine cellars.
3. Pedal down the signposted Vineyards Cycleway, which links Marlenheim to Thann and partly follows the Euro Vélo 5 long-distance cycleway.

APPELLATIONS — 53 appellations

AOC Alsace, AOC Alsace Grands Crus, AOC Crémant-d'Alsace

DOMINANT GRAPE

Riesling, Muscat, Pinot Gris, Gewurztraminer

LEARN MORE

› Alsace wine route website

› Wine of Alsace website

INTERPROFESSIONAL COUNCIL OF ALSACE WINES - E-MAIL: › civa@civa.fr

VIDÉOS



La Route des Vins d'Alsace

APPENDIX 5: “ACTIVITIES” SECTION IN FRANCE’S WEBSITE


Open-air dining and rosé: A dance in Roussillon!



In a rural setting with outdoor tables, enjoy the coolness of the Roussillon rosé wines and a delicious meal in the heart of a vineyard. Let yourself be tempted by the friendly atmosphere and dance to the music of an orchestra!

Huge coloured tables under the light of paper lanterns. Each summer, the winemakers of the Roussillon district combine the tradition of dancing in outdoor *cafés*, or *guinguettes*, with tastings of their rosé wines. This special moment is a unique occasion to taste the local fine foods, cooked by Franck Séguret, chef at the Clos des Lys in Perpignan. Afterwards winemakers and their friends take to the dance floor and sway to the music of an orchestra until late in the evening!

INFOS



When?
July 1st - August 31st 2017

Where?
At the winemakers participating at the event.

LEARN MORE

- ↳ Tourisme de terroir website (in French)
- ↳ Roussillon wines website



APPENDIX 6: “DO YOU KNOW YOUR PROFILE?” SECTION

Do you know your profile?

The vineyards of France have some experiences in store for you.

Undecided? [Begin our test](#)

I AM	I WANT TO VISIT
<i>Wine enthusiast</i> ▼	<i>Champagne</i> ▼



The first hint of bubbles

With its tiny bunches of grapes and thick-skinned black seeds, Pinot Meunier - or simply Meunier to its fans - is the grape variety grown in one third of...

KEEP IN
touch

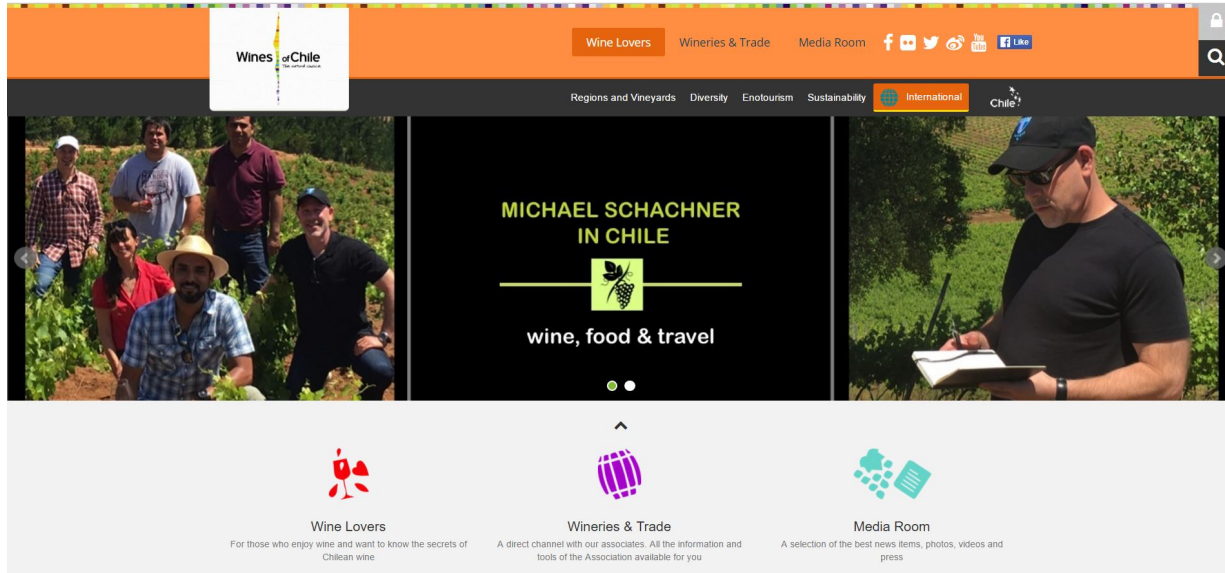


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NEWSLETTER








APPENDIX 7: CHILE'S WEBSITE HOMEPAGE




APPENDIX 8: CHILE'S REGIONS AND VINEYARDS WEBSITE



[Wine Lovers](#)
[Wineries & Trade](#)
[Media Room](#)

[Regions and Vineyards](#)
[Diversity](#)
[Enotourism](#)
[Sustainability](#)
[International](#)


Regions and Vineyards

A tour of our country and it's geography, which give us unique wines in the world.

[See Geographic Location](#)
[See Chilean Valleys](#)



Wine Routes

Find winery house

Place of Interest
Vineyard
Hotels & Hostels
Other

Vineyards

Find a vineyard by name

This is an autocomplete field, so you can put a letter and will show you some options

ABCDEFGHIJKLMNOPQRSTUVWXYZ

Chile in the world



Transverse Plane Map

Chile's Unique Geography

Chile's cultivation area is by width rather than length, dramatically speaking. The height of the Andes provides lower temperatures, as we climb upwards. Our coast has two great features, its western orientation and by Humboldt current. These two features make the continental winds cause cool weather on our coastline, allowing viticulture closer to the equator obtaining wines with higher acidity and elegant aromas.

[Download JPEG](#)

History & Geography

Casas del Bosque

El Mirador 3

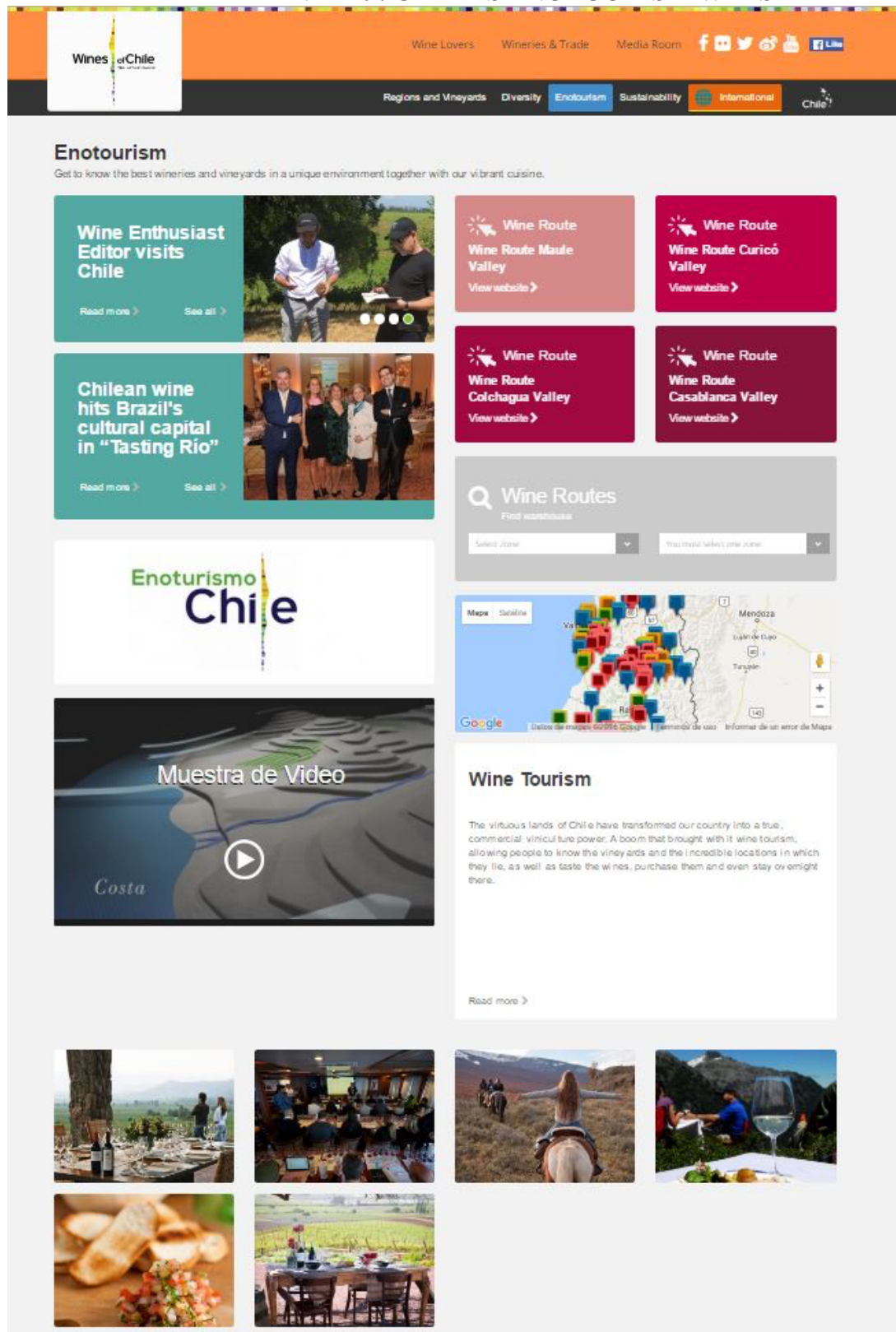
The history of a fertile land

Roots and milestones that marked the road for Chile to become a great producer of wines


[Read more >](#) [See all >](#)



APPENDIX 9: CHILE'S ENOTOURISM WEBSITE



APPENDIX 10: CHILEAN RECIPES WEBSITE



[Wine Lovers](#) [Wineries & Trade](#) [Media Room](#) [f](#) [d](#) [t](#) [e](#) [v](#) [y](#) [t](#) [u](#) [b](#) [e](#) [l](#) [i](#) [k](#) [e](#)

[Regions and Vineyards](#) [Diversity](#) [Enotourism](#) [Sustainability](#) [International](#) [Chile](#)

Cream of lentils with ham

Ingredients

- 1 cup Lentils
- 2 Tomatos
- 1 Onion
- 150 gr Chorizo
- 4-5 slices of Ham
- 2 Sausage
- Salt to taste

Preparation

Cook the lentils in salted water until tender.

Finely chop the onion and tomato in preparation.


Cut the sausage and ham into small pieces.

Fry the sausage in a pan until golden .

Add the rest of the meats and let them brown .


Add onion and saute for a few minutes, immediately add the tomato.

Cook until the sauce is integrated very well and then add it to the lentil.




What does Chilean sparkling wine mean to you?

[Read more >](#)




Wine Enthusiast Editor visits Chile

[Read more >](#)





APPENDIX 11: “HARVEST REPORTS” WEBSITE



[Wine Lovers](#)[Wineries & Trade](#)[Media Room](#)[f](#)[v](#)[t](#)[g](#)[y](#)[u](#)[t](#)[b](#)[e](#)[l](#)[i](#)[k](#)[e](#)

[Regions and Vineyards](#)[Diversity](#)[Enotourism](#)[Sustainability](#)

 [International](#)

 [Chile](#)

Harvest Reports

Month:

Todos

File Format:

Todos

Years:

Todos

Name	Date	File Name	
Harvest Report, 2012	12/31/2012	Harvest-Report-2012-ENG1.doc	Download
Harvest Report, 2009	12/31/2009	Harvest-Report-June-2009.pdf	Download

Show

100

entries

APPENDX 12: AN INITIAL IMC CAMPAIGN PROPOSAL

	Strategy	Tactics
Paid media	Target specific cities to generate awareness about the experience of Chilean wines	<ul style="list-style-type: none"> - Organize “Experience Chilean Wines” dinners in different cities in the United States; bring winemakers to talk with final consumers in the restaurants - Paid billboard ads in downtown cities of targeted markets within the United States - Paid social media advertising campaign considering YouTube, Instagram, Facebook and Twitter
Earned media	Promote wines with unique stories and emphasize the characteristics of the soil, geography and climate in which they are produced	<ul style="list-style-type: none"> - Conduct a public relations campaign to generate awareness of the different wine regions within Chile - Different types of wines will be selected and journalists will be provided with a bottle of wine and information about the origin of the wine, price, places in which can be bought, the winemaking practices behind the product and touristic activities that can be done near the winery in Chile - Press trip in different regions of Chile with journalists specialized in wine - Trade trip in Chile with wine buyers from supermarkets, wine bars and restaurants
Owned media	Highlight the diversity within Chile’s wine regions	<ul style="list-style-type: none"> - Develop a new website taking advantage of Chile’s “long and thin” characteristics to make the user scroll down through different wine regions - Each wine region will highlight specific grape varieties, stories of winemakers and touristic activities - From the grape varieties and stories descriptions, different types of wines will appear - The touristic activities will also highlight other things to do in the determined area, such as places to dine, activities, etc. - At the end of the website, the user will be exposed to a brief survey to know more his or her needs and wants, and the website will provide him/her with specific activities to be done in Chile - On a daily basis, the social media accounts of Wines of Chile will post different touristic activities to be done in different parts of the country, all related to distinctive wines

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