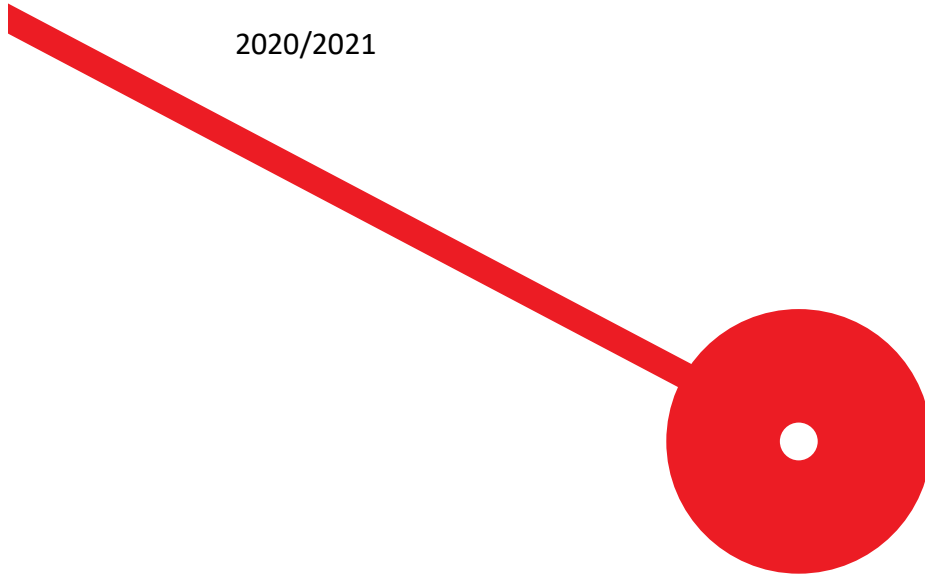




Working at the marketing and communication department of a French non-profit professional organization promoting Chablis wines in France and overseas.

Cécile Boucly

2020/2021



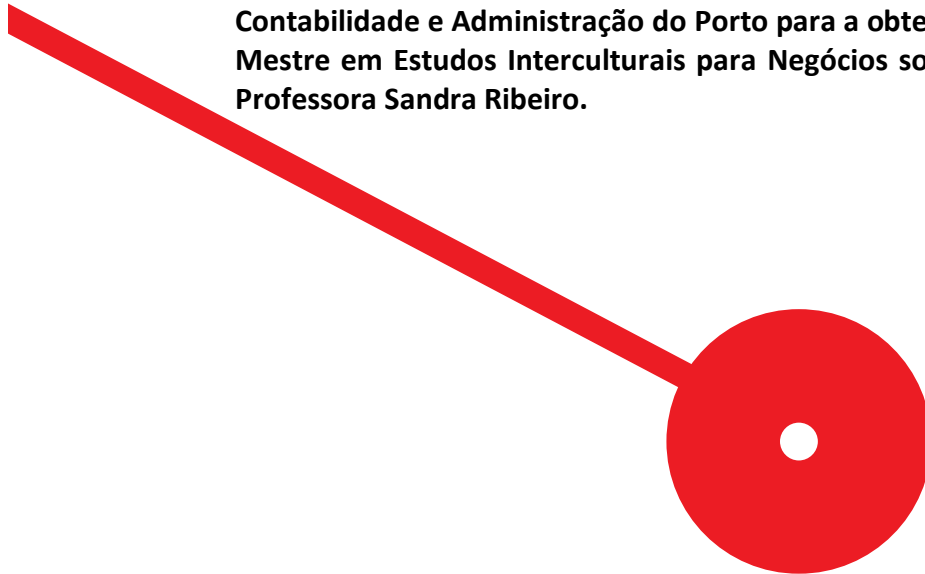
Cécile Boucly. Internship report: working at the marketing and communication department of a French non-profit professional organization promoting Chablis wines in France and overseas.
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Relatório de Estágio apresentado ao Instituto Superior de Contabilidade e Administração do Porto para a obtenção do grau de Mestre em Estudos Interculturais para Negócios sob orientação da Professora Sandra Ribeiro.



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Resumo:

Este relatório apresenta o estágio curricular realizado no âmbito do mestrado em Estudos Interculturais para Negócios do Instituto Superior de Contabilidade e Administração do Porto (ISCAP). Foi realizado no âmbito da equipa de marketing e comunicação do *Bureau Interprofessionnel des Vins de Bourgogne*, uma organização profissional francesa sem fins lucrativos que promove os vinhos Chablis em França e no estrangeiro.

Como consequência da globalização, as interações pessoais e profissionais entre diferentes culturas aumentaram durante o século XXI. No mundo dos negócios, isto tem um impacto direto nas estratégias de marketing e na comunicação: ambas têm de ser adaptadas às outras culturas para serem bem sucedidas. Isto implica um grande conhecimento sobre interculturalidade e ter competências interculturais.

O objetivo deste relatório é explicar os conceitos basilares como marketing, comunicação, cultura e interculturalidade. Pretende-se também refletir sobre o impacto da globalização e da interculturalidade nas estratégias de marketing e comunicação de uma organização profissional sem fins lucrativos. Por fim, descrevemos os trabalhos desenvolvidos e projetos realizados durante toda a experiência de estágio.

Palavras-chave: Comunicação intercultural, marketing em empresas sem fins lucrativos, globalização, competência intercultural.

Abstract:

This report presents the internship realized within the framework of the master's degree in Intercultural Studies for Business from the Porto Business School (ISCAP, *Instituto Superior de Contabilidade e Admnistração do Porto*). This internship was carried out within the marketing and communication team of the *Bureau Interprofessionel des Vins de Bourgogne*, a French non-profit professional organization promoting Chablis wines in France and overseas.

As a consequence of globalization, personal and professional interactions between different cultures soared during the 21st century. In the business world, this has a direct impact on the marketing and communication strategies: they have to be adapted to the other cultures in order to be successful. This implies a great knowledge of interculturality and good intercultural competences.

The purpose of this report is to explain key notions such as marketing, communication, culture and interculturality. It aims to reflect on the impact of globalization and interculturality on the marketing and communication strategies of a non-profit professional organization. It also intends to describe the missions and projects carried out during this whole six-months internship experience.

Key words: Intercultural communication, non-profit marketing, globalization, intercultural competence

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List of abbreviations

AOP – *Appellation d’Origine Protégée*

AOC – *Appellation d’Origine Contrôlée*

B2B – Business to Business

B2C – Business to Consumer

BC – Before Christ

BCP – *Beurre Charentes-Poitou*

BIVB – *Bureau Interprofessionnel des Vins de Bourgogne*

HMO – *Huîtres Marennes Oléron*

IFOP – *Institut Français d’Opinion Publique*

IGP – *Indication Géographique Protégée*

ISCAP – *Instituto Superior de Contabilidade e Administração do Porto*

NPO – Non-Profit Organization

OC – *Office du Chablis*

p. – page

PESTLE – Political, Economic, Social, Technological, Legal and Environmental

pp. – pages

RM – Relationship Marketing

SWOT – Strengths, Weaknesses, Opportunities and Threats

TM – Transactional Marketing

UK – United-Kingdom

USA – United States of America

In today's modern world, globalization has had a great impact on the growth of business exchanges between countries. This change over the last century resulted in the development of social encounters between cultures, whether they are in a professional or a personal context. This trend also had an influence on education where cultural exchanges from students between countries was facilitated, which is the case in Europe with the creation of the Erasmus program. Thanks to this program, the realization of a master's degree in Languages and Intercultural Business and a double diploma between ISCAP and Artois University in France was made possible, as well as an internship in an intercultural context.

The present work focuses on this said internship which took place in the *Bureau Interprofessionnel des Vins de Bourgogne*, a non-profit professional organization based in France which promotes Bourgogne wines in France and overseas.

The option to carry out an internship instead of doing a thesis or a project was made naturally. It is a great way to discover the professional world and to put into practice the knowledge learned throughout my education, and more precisely my master's degree. In my opinion, doing an internship is an incredible opportunity and enables the student to gain professional experience before entering the labor market. Following many studies, the choice of the *Bureau Interprofessionnel des Vins de Bourgogne* as the host institution was made due to the interest of the missions proposed, the sector of activity, and due to the international and intercultural work environment. Moreover, promoting internationally renowned French wine in France and overseas was seen as an opportunity to learn more about the wine industry.

The internship was hinged on three different areas: marketing, communication and event-planning. One of the biggest tasks during the internship was recreating the website which was completely changed. This aimed to facilitate the visitor's experience and offer a more comprehensive website. As for communication activities, they were mainly based on the writing of short news articles for the professionals and the general public. Also, a huge project between Chablis wines and China and Taiwan was underway during the internship and I was able to participate in this project. The event planning activity was not planned at the beginning, it was added after the extension of the internship due to the COVID.19 crisis. The project was organizing and promoting the 72nd *Fête des Vins de Chablis*.

The report detailing my internship is divided into three chapters, which are preceded by the introduction and followed by the conclusion.

The first chapter focuses on the theoretical framework and defines the key concepts which were necessary to contextualize the themes and domains of the internship, and which are needed in order to understand this report. This chapter is subdivided into three sections. First, the concepts of marketing and communication are decrypted. This part zooms in on specific notions of marketing needed in order to comprehend this report and on the evolution of communication strategies with the evolving globalization and technological progress. Then, the complex notions of culture and interculturality are defined: these concepts are essential for understanding intercultural relations. Finally, the last section of this chapter aims to comprehend the impact of culture and interculturality on communication strategies. It describes the notions of intercultural and intracultural communications, as well as the intercultural competences needed in order to have effective and respectful intercultural exchanges. The theoretical framework helps to better understand the activities performed during the internship.

The second chapter aims to present the host institution, the *Bureau Interprofessionnel des Vins de Bourgogne*, and to present a thorough analysis of the professional organization as well as one of its internationalization plans. It is divided in three parts: the first one can be described as the identity card of the host institution. It zooms in on its functioning, its missions and objectives, the team, the financing and the target groups. Also, the emphasis is put on the history between France and wine to better understand the stakes. The second section is an analysis of the host institution and its environment thanks to the SWOT and PESTEL marketing tools. It also comprises a study on its direct and indirect competitors. The last part of chapter 2 brings into focus the modes of internationalization of the *Bureau Interprofessionnel des Vins de Bourgogne*, as well as the major export markets and their evolution in connection with the country's cultural behaviors. The second chapter is essential because it examines the host institution and gives important insights into the sector's activities.

Then, the third and final chapter of this report is dedicated to the internship itself. It is divided into four sections. To begin, the aims and the organization of the internship are explained, and it also includes the effects of the COVID.19 global pandemic on my internship. The second part focuses on event-planning and on the biggest project conducted, the 72^{ème} *Fête des Vins de Chablis*. It explains the process and the outcomes

of the event and how it had to be adapted due to the French restrictions put into place following the COVID.19 crisis. The third section of this chapter is dedicated to all the marketing and communication activities performed during the internship. It includes the revision and recreation of the website and the writing of news articles for the website. Moreover, it explains the *Enjoy! It's from Europe* project in Taiwan and China and shows the organization of press trips in Chablis. The last part is the company's assessment and my personal assessment of the internship, which gives an overview from two points of view.

Finally, this internship report is supported by a considerable number of appendixes and annexes which support and complement the content of this report and help illustrate the different notions and missions carried out when needed.

The internship and this report appeared to be valuable for my professional and educational growth and development. It was a great opportunity to explore new marketing and communication strategies and to discover a new aspect with event-planning. It also helped to understand the challenges in a globalized world where intercultural interactions, communication and management are omnipresent. This report encompasses educational knowledge, thorough research, as well as professional and personal experiences.

1 Theoretical framework

This first chapter encompasses the theoretical framework of the notions necessary to understand my internship and this report. It also aims to make the link between those notions and how they apply to the wine industry.

First, it focuses on the concept of marketing and communication as they were my two fields of work. Marketing and communication are important to define because these two notions have evolved during the last century with the globalization and the development of new technologies. There is also an in-depth focus on the business-to-business and business-to-consumer marketing, non-profit marketing, communication in the 21st century as well as a comparison when communicating to different targets. The second part is dedicated to the concepts of culture and interculturality. These notions have an important impact on our globalized world because relations between countries and cultures have become essential and are at the heart of any social exchange. Finally, the last section of this chapter zooms in on the impact of culture and interculturality on communication strategies and exchanges in the world. It focuses on what is at stake in today's global and intercultural world, and how it influences the communication strategies. This part aims to explain the positive behavior to adopt while having an intercultural social exchange.

1.1 Concepts of marketing and communication

This first part zooms on the concepts of marketing and communication and their evolution due to the globalization and the progress of technology.

1.1.1 Marketing

1.1.1.1 Definition and development

Marketing is a well-established concept in our modern society, in our economy and in the functioning of our businesses. However, to fully understand the word *marketing* and its meaning, it is important to learn about its roots. Pierre Volle (2011, p. 2) states that “The marketing era would have started in the United-States in the fifties. This “marketing era”

would have succeeded to the “sales era” (1930-1950) itself preceded by the “production era” (1870-1930)”¹.

Keith (1960) develops even more this idea of three eras:

- 1st era, production oriented: the only concern for companies at the time was to produce to satisfy the high demand, and the function of production was dominating the other functions of the company;
- 2nd era, sales oriented: a phase more consumer oriented, with the emergence among other of market research;
- 3rd era, marketing oriented: the emergence of modern marketing, with the needs of the market and consumer put above everything else and the recognition that the demand is more important than the offer. In other words: “we make and sell products for consumers” (p. 37).

If this is considered as the official story of the emergence of marketing, it is often questioned by some authors for whom the three eras do not exist and the concept of marketing appeared way before the fifties, during the 19th century in the United-States and England (Fullerton, 1988; Volle, 2011).

The term marketing can sometimes be misunderstood and mistaken for “sales” (Richard, 1965). It was, in fact, the former meaning of marketing, but in today’s globalized world, the term must be understood as “satisfying customer needs” (Kotler et al., 2005, p. 6). In 1960, Keith already mentioned the fact that there was a change in the notion of marketing: “No longer is the company at the center of the business universe. Today, the customer is at the center. Our production as shifted [...] from the product we can make to the product the consumer wants us to make” (p. 35).

In 1967, Kotler includes customer needs in his definition and defines marketing as “the analyzing, organizing, planning, and controlling of a firm’s customer-impinging

¹ Free translation of the Author. In the original: “D’après l’histoire officielle du marketing, l’ère du marketing débiterait aux Etats-Unis dans les années 1950. Cette « ère du marketing » succéderait à une « ère de la vente » (1930-1950), elle-même précédée d’une « ère de la production » (1870-1930)” (Pierre Volle, 2011, p.2).

resources, policies, and activities with a view satisfying the needs and wants of chosen customer groups at a profit.” (as cited in Burnswick, 2014)

According to the American Marketing Association (2017), the official definition of modern marketing is “the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners and society at large”. Twin (2019) simplified it and said it “refers to activities undertaken by a company to promote the buying or selling of a product or service”. In an interview in 2004, Drucker simplified even more the meaning of marketing to a few words: “marketing is the business as seen from the customer” (Darroch, 2009).

With the changes over the years and the customer being at the heart of the marketing, a new way of doing marketing emerged: Relationship Marketing (RM). It is opposed to Transactional Marketing (TM), which consists in making a transaction and finalizing a sale without taking into consideration customer loyalty or long-term relationship (Lambim & De Moerloose, 2016, p. 18). The term relationship marketing was first used by Berry in 1983 who defined it as “attracting, maintaining and – in multi-service organizations – enhancing customer relationships” (p. 25). Over the decades, this idea of RM took more and more importance and became an essential element in marketing. In 2005, Kotler gave a more elaborate explanation of RM.

Relationship Marketing involves creating, maintaining and enhancing strong relationships with customers and other stakeholders [...] Relationship Marketing is oriented more towards the long term. The goal is to deliver long-term value to customers and the measure of success is long-term customer satisfaction. (p. 476)

The shift from TM to RM also changed the communication objectives from “inform, persuade and remind” to “inform, listen and respond” (Porcu et al. in Rèklaitis & Pileliené, 2019, p. 73). The use of relationship marketing is extremely relevant in the wine industry “given the complex nature of the product itself and of the market for wine [...] Wine is one of the most difficult consumer product to market” (Hall & Mitchell, 2008, p. 5). Beverland and Lockshin (in Thomas et al., 2013, p. 242) emphasizes the fact that building relationship with the main stakeholders such as customers and users is paramount for activities within the wine industry.

1.1.1.2 B2B vs. B2C

In order to have an effective marketing strategy, businesses have to choose their target market. Traditionally, there are two types of markets: Business-to-Business (B2B) and Business-to-Consumer (B2C).

In 2005, Kotler uses the term consumer market and defines it as “all the individuals and households who buy or acquire goods and services for personal consumption” (p. 255). According to Wright (2004), business-to-consumer market can be defined as “a market where organizations market and sell already finished consumer products to the end consumer” (p. 2).

Different from B2C, business-to-business “applies to those companies who want to market their goods or services exclusively to other businesses and not to consumers” (Kumar & Raheja, 2012, p. 447). Also, business market can be defined as a market where “all the organizations buy goods and services to use in the production of other products and services that are sold, rented or supplied to others” (Kotler et al., 2005, p. 302).

Overall, B2B market and B2C market have the same objective: to sell to customers or organizations in order to fulfill their needs or those of their future customers in the case of B2B market (Boone & Kurtz in Bhattacharjee & Uddin, 2014, p. 3). However, they are very different in the process of the marketing.

Figure 1 - Main differences between B2B and B2C markets

B2B		B2C
Aimed at intermediate value provider	↔	Aimed at the end-user
Two way Relationship	↔	Transaction or one directional 'relationship'
Small focused target market, small number of customers	↔	Mass market, large number of consumers
Buyers can most effectively be reached through specialized media	↔	Buyers are reached through mass media
Multi-step buying cycles	↔	Short sales cycle
Relatively complex product offering	↔	Relatively simple product offering
Never on impulse	↔	Purchase can be an impulse
Marketing is about educating	↔	Marketing is about convincing
Brand is about the first impression; it opens the door but does not sell	↔	Brand can be the reason to buy

Source: Pfoertsch, Linder, Beuk, Bartikowski, & Luczak (2007, p. 5)

As Kotler stated in 2005, “the main differences [between B2B and B2C marketing] are in market structure and demand, the nature of the buying unit, and the types of decision and the decision process involved” (p. 303). As shown in Figure 1, the B2B market deals with fewer number of customers, has a smaller target market and implies multi-step buying cycles which generally implies larger sales. This shows how important is relationship marketing in B2B: customer relationship and loyalty is essential in this two-way relationship market. Moreover, the business buying process is not the same: “business buyers usually face *more complex* buying decisions than do consumer buyers. Purchases often involve large sums of money, complex technical and economic considerations, and interactions among many people at many levels” (Kotler et al., 2005, p. 305). Therefore, decision-making in the B2B market is rational and based on need, which is the opposite of B2C market in which decision-making is based on emotions and impulse: the marketing in B2B market is more about education rather than convincing.

Defining the target market is important because it has a direct impact on the marketing and communication strategies. In the case of the wine industry, marketing on a B2B market will imply to put into place marketing strategies in order to appeal to the professionals, who do not seek for the same information and characteristics as end-users.

1.1.1.3 Non-profit marketing

Historically, there are three types of sectors: the public sector, the private sector and the third sector which can be defined as the non-profit sector. Non-Profit Organizations (NPOs) are logically part of this third sector and are, according to Ayyildiz (2017), “community based civil society organizations that aim to pursue social public welfare activities” (p. 158). In 2017, Ayyildiz gives an exhaustive list of the different kinds of NPOs there can be.

When focus on the organization types of NPOs (trade unions, associations, private schools, mercenaries, political parties, etc.), it is seen that they include extremely different types from small local associations to quite big professional organizations and also active in many areas as education, culture, art, nature, sport, law, etc. So, it can be seen obviously that all NPOs are related to every segment of society and play a key role for them by providing services not available by profit organizations. (pp. 158-159)

As the meaning and concept of marketing itself was first all about promoting and selling a product or a service to the consumers (as seen in Chapter 1), one might suppose that non-profit marketing does not exist. This raises the question of the compatibility of marketing, which emerged in the business sector, and NPOs, as well as their place in the non-profit sector. For some people, marketing and non-profit are two words which do not go together: “the essence of marketing, as its name suggests, is the market. No marketing without a market. Speaking about non-profit marketing is then an aberration”² (Dacheux, 1998, p. 64). However, this sensitive subject sparked an interest in Kotler and Levy who published in 1969 an article called *Broadening the concept of marketing*. They highlighted the fact that the number of NPOs was increasing and that some of them were taking a huge place in the society and were as hard to manage as the biggest businesses in the United-States (pp. 10-11). For them, marketing has two meanings:

One meaning of marketing conjures up the terms selling, influencing, persuading [...] The other meaning of marketing unfortunately is weaker in the public mind; it is the concept of sensitively serving and satisfying human needs [...] By this recognition that effective marketing requires a consumer orientation instead of a product orientation, marketing has taken a new lease on life and tied its economic activity to a higher social purpose. (p. 15)

This explains that marketing is essential in every type of organizations to promote their work and to be known by the people: “the choice facing those who manage nonbusiness organization is not whether to market or not to market, for no organization can avoid marketing. The choice is whether to do it well or poorly” (Kotler & Levy, 1969, p. 15).

For Dolnicar and Lazarevski (2009), the non-profit sector can use four essential marketing tools and strategies in order to promote their actions without denying their true mission:

Identification of customers who are most interested in supporting their mission (market segmentation), ensuring an image is built that is attractive to those people (product positioning), the development of communication messages most

² Free translation of the author. In the original: “l’essence du marketing, son nom l’indique bien, c’est le marché. Pas de marketing sans marché. Parler de marketing associatif est donc une aberration totale” (Dacheux, 1998, p. 64).

attractive to these people (advertising) and communicating with them through channels these people regularly use (place). (p. 5)

The use of marketing techniques in the non-profit sector came only in the early 1970s, but it is now a well-accepted practice which became essential in today's competitive environment: NPOs must now be managed in a similar manner as for-profit organizations (Wenham et al., 2003; Wiggill, 2011).

1.1.2 Communication

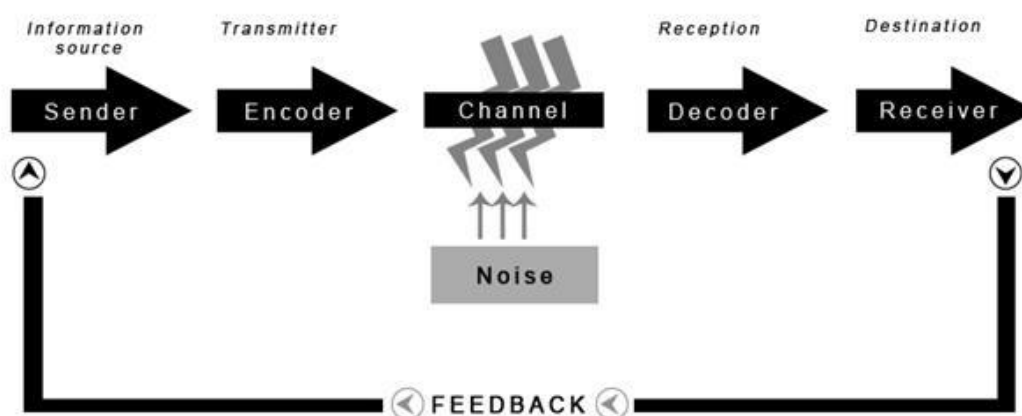
1.1.2.1 Definition and concept

Communication has always been a part of the Human's life: it is possible to date the beginning of talking communications back to 180,000 BC, followed by the beginning of written communications around 3500 BC (Poe in *Communication in the Real World: An Introduction to Communication Studies*, 2016, p. 3). Today, the term communication is known and used by everyone, but it is important to fully understand its meaning. The word *communication* takes its roots from the Latin word *communicare* which means *impart, share or make common* (Peters, 1999, p. 7).

In our modern society and according to Nordquist (2019), communication is said to be “the process of sending and receiving messages through verbal or nonverbal means, including speech, or oral communication; writing and graphical representations [...]; and signs, signals, and behavior”. Another definition by Allen gives another point of view on communication: “communication is the sum of all the things one person does when he wants to create understanding in the mind of another. It is a bridge of meaning. It involves a systematic and continuous process of telling, listening and understanding” (as cited in Anbuvelan, 2007, p. 19).

Many theories have emerged in order to define the concept of communication. In 1948, Shannon stated that “the fundamental problem of communication is that of reproducing at one point either exactly or approximately a message selected at another point” (p. 379). Therefore, he developed the first effective model of communication which was composed of 5 key factors: sender, encoder, channel, decoder and receiver. Weaver (1964) then complemented the theory by adding a sixth important factor: feedback.

Figure 2 - The Shannon and Weaver model of communication



Source: Shannon and Weaver Model of Communication (n.d.)

Figure 2 shows the Shannon and Weaver model of communication: “a sender encodes a message that is sent via a chosen communications medium (possibly encountering noise), which is then decoded by a receiver whose response is feedback to the sender of the message” (Skinner & Stephens, 2003, p. 178). With the addition of feedback, it made the model go a full circle and today, feedback is crucial in communication: it helps to improve and to know if the message was fully understood.

This model is extremely important because it is the basis of all kinds of communications, from personal communication to business communication, and it applies to all kinds of communication mediums, from oral communication to visual communication.

1.1.2.2 Communication in the 21st century

Communication has drastically changed over the last few decades and between the 20th and 21st centuries. The media and communication industries are in the process of transforming themselves, but they are also being transformed by many external factors. There are five main forces that impact the communication industry: globalization, regulation, economics, technology and social aspects (Albarran, n.d, p. 60).

With this shift in communication especially due to globalization and technology, it is possible to state that there are two types of communication medias, *old media* which can also be referred to as *traditional media*, and *new media* which can be designated as *digital*

media (Communication in the Real World: An Introduction to Communication Studies, 2016, p. 738). In terms of communication, old media comprises print publications (newspaper and magazines), television, radio and billboards. As for new media, it refers to any media available since 1990 and the internet and digital age: it includes websites, email, blogs, mobile apps, social media and more (Communication in the Real World: An Introduction to Communication Studies, 2016).

In 2001, Keller already saw the start of the shift between traditional media and new media:

One of the most important of these changes [in marketing communication] is the increase in the number and diversity of communication options available to marketers to reach consumers. In recent years, the marketing communication environment has experienced: 1) the fragmentation of traditional advertising media, as well as 2) the emergence of new, non-traditional media, promotion, and other communication alternatives. (pp. 819-820)

Table 1- Main differences between old media and new media

Old media	New media
<ul style="list-style-type: none"> ▪ One-way ▪ Push ▪ Non-continuous communication ▪ Company oriented ▪ Monologue 	<ul style="list-style-type: none"> ▪ Two way ▪ Push and pull ▪ Continuous communication ▪ Audience oriented ▪ Dialogue

Source: adapted from Akar in Eşiyok (2018, p. 156)

As Table 1 shows, there are a great number of differences between traditional media and digital media. The main difference between the two is interactivity: old media are a one-way conversation and can be described as a monologue, while new medias can create a dialogue and a two-way conversation. This is an important factor because being able to have a dialogue helps to create a relationship between the sender and the receiver (as seen in Chapter 1), that is to say between the company and the consumer in the case of marketing. Moreover, in new media there is a continuous communication, which is not

the case for traditional media: new media can be accessed at anytime and from anywhere in the world which offers new possibilities in terms of communication (Albarran, n.d, p. 63).

The development of these new communication mediums made the presence of corporations and organizations on the internet essential. Over the last two decades, internet and digital communication have become an important communication and marketing medium: “people, companies and governments are jumping on the internet faster than they acquire any other new communications medium” (Abrahamsson & Lundgren in Owoyele, 2016, p. 5). Also, the development of the internet has seen the emergence of social media. For Johnston (as cited in Markos-Kujbus & Gati, 2012), “social media is anywhere people are conversing and sharing information in a two-way platform” (p. 3). Therefore, companies’ and organizations’ “marketing communication efforts in social media should be consequently planned just as any other corporate strategy” (Cohen in Markos-Kujbus & Gati, 2012, p. 3).

Defining the new ways of communication in the 21st century is essential in order to do effective communication. The businesses must adapt to the quickly changing communication mediums and seize the new opportunities they offer.

1.1.2.3 Communicating to different targets

The change in the field of communication over the last few decades has had a direct impact on communication strategies while communicating to different targets. According to the literature, today’s society can be divided in four main groups: Baby Boomers (1946-1964), Generation X (1965-1980), Generation Y (1980-2000) and Generation Z (born after 2001) (Naumovska, 2017, pp. 124-125). This gap between the different generations and the quick evolution of communication medias implies studying the behaviors of the groups and putting into place different communication strategies.

Baby Boomers were born right after the Second World War during the revival of the world’s economy and major technological development, including the telephone and television. This generation grew without the digital which is why Prensky (in Venter, 2017, p. 499) calls them “digital immigrants”. Therefore, they communicate mostly using face-to-face communication, telephone conversations and e-mail. They gradually make

more use of digital communication, but they are mostly uncomfortable with technology, and they stick to emails and text messages (Venter, 2017, p. 500). In term of communication medium, it means that they are more comfortable using old medias such as prints, radio and television.

In contrast, Generation Y, also named Millennials, does not have the same background and behavior regarding communication. They grew during the digital expansion which is why Prensky describe them as “digital natives” because this generation is made of “native speakers of the digital language of computers, video games and the internet” (in Venter, 2017, p. 500). Compared to the Baby Boomers, they show a small interest in television and old medias, they are more related to social media, interactive platforms and fast communication such as instant messaging and texting, and content is extremely important to them (Spencer in Naumovska, 2017, p. 125). Their attention is harder to catch than the one of Baby Boomers which is why while communicating to Generation Y, other strategies must be put into place. Naumovska (2017) states that “in terms of visuals, marketers need to use more visuals, graphics, animations and videos. In terms of wording and copy writing, creative designers must use a storytelling language and wordings that challenge actions” (p. 125). Also, the consumer from Generation Y tends to like personal connections with brands through their emotions and principles.

This contrast of behavior between Baby Boomers and Generation Y emphasizes the fact different communication strategies must be imagined while communicating to different targets. That is why a thorough analysis of the targeted market is essential before developing any marketing strategy and communication medium.

1.2 Concepts of culture and interculturality

The second section of this chapter focuses on the notions of culture and interculturality and aims to show their importance in our ever-changing and evolving global world.

1.2.1 Culture

1.2.1.1 Definition

The origin of the word *culture* comes from the Latin *cultura* and from the verb *colere*, which means *to tend, to cultivate* and *to till*. In its second meaning, the expression refers to the cultivation of the human mind and character (The concept of culture, n.d, p. 10). However, the notion of culture today is complex and not easy to define; there are many meanings depending on the field of study. In a book published in 1952 named *Culture: a critical review of concepts and definitions*, Kroeber and Kluckhohn were even able to reunite and analyze more than 150 definitions of the word culture (in Harou, 2014, p. 4).

In anthropology, we owe the foundation of the concept of culture to Tylor who stated in his book *Primitive Culture* (1871) that culture is “in its wide ethnographic sense [...] that complex whole which includes knowledge, belief, art, morals, law, custom, and any other capabilities and habits acquired by man as a member of society” (as cited in Bennett, 2015, p. 547).

The number of studies and works around the notion and meaning of culture increased even more during the 20th century. One of the more modern definitions of culture at the time is from Kluckholm (as cited in The concept of culture, n.d). This definition acknowledges external elements such as arts and fashion, and internal elements such as norms and values.

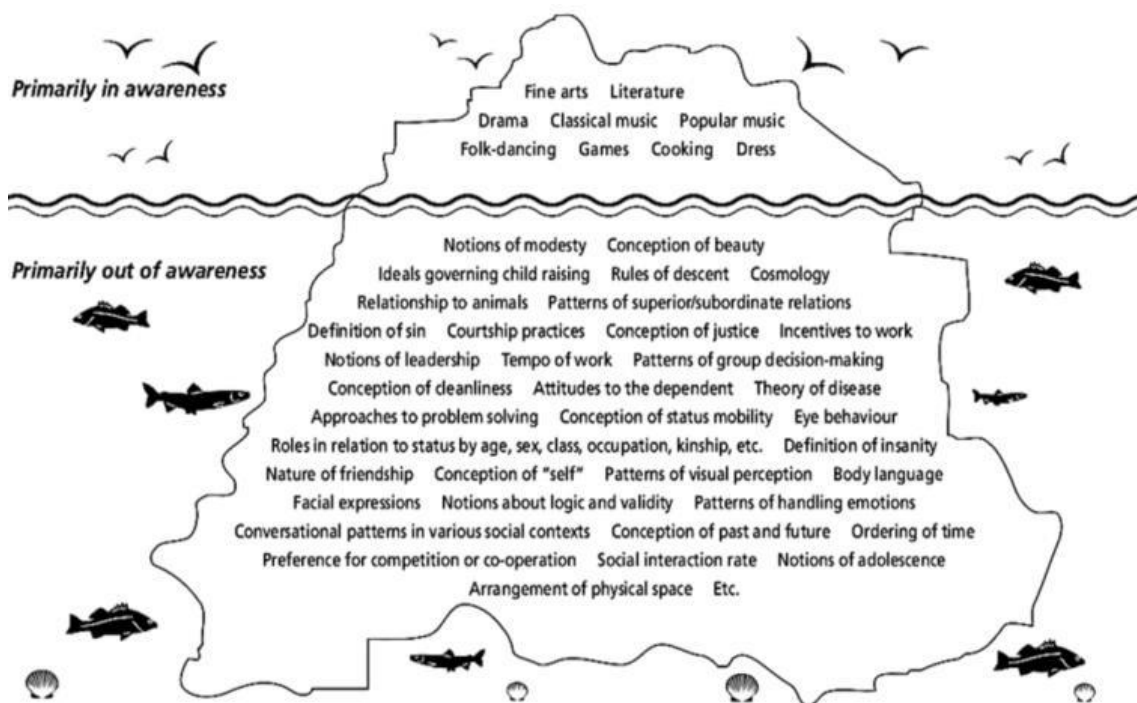
Culture consists in patterned ways of thinking, feeling and reacting, acquired and transmitted mainly by symbols, constituting the distinctive achievements of human groups, including their embodiments in artifacts, the essential core of culture consists of traditional ideas and especially their attached values. (pp. 10-11)

This idea of culture being made of two kinds of culture is supported by Singelis, Bond, Sharkey and Lai in 1999 (as cited in The concept of culture, n.d) who suggest that there is a culture residing inside and outside of individuals. The first refers to beliefs, values and internalized interaction patterns, while the second refers to everything that is man-made, including institutions and arts (p. 13). The precursor of this concept is Hall, who developed the theory of the cultural iceberg. For him, only 10% of culture is visible, while the most important and powerful foundations of culture are invisible and concealed (Iryanti & Madya, 2018, p. 134). The Figure 3 schematizes Hall’s concept of the cultural iceberg: there is the tip of the iceberg which shows the external elements of culture as

well as the internal elements which are figurately hidden under the water's surface. Following the same concept, Brake et al. (as cited in Akbari, 2016) stated that:

Laws, customs, rituals, gestures, ways of dressing, food and drink and method of greeting, and saying goodbye... These are all part of culture, but they are just the tip of the cultural iceberg. The most powerful elements of culture are those that lie beneath the surface of everyday interaction. We call these values orientation. Value orientations are preferences for certain outcomes over there. (p. 59)

Figure 3 - Hall's cultural iceberg concept



Source: Iryanti (2018, p. 134)

Overall, the notion of culture enables people to make sense of their surroundings and to show them how to behave. For Kwast, the values which helps to define a certain culture “are “pre-set” decisions that a culture makes between choices commonly faced. It helps those who live within the culture what “should” or “ought” to be done in order to fit in” (p. 398). Furthermore, culture is present in the deepest behaviors and patterns of the humankind, “there is not one aspect of human life that is not touched and altered by culture” (Hall as cited in Samovar et al., 2013, p. 37).

1.2.1.2 Co-culture, subculture and subgroups

As seen in previously, the notion of culture is defined through countless elements which shape the individuals in different cultures and societies. The world is composed of various societies, which can be defined as “a group or groups of interdependent, self-perpetuating, relatively autonomous people within a specified geographical area” (Samovar et al., 2013, p. 9). It is also extremely important to note that culture and society are not a synonym for country:

Depending on the size, a society may extend across national borders and share some degree of culture and language. Thus, global society, European society, or U.S. society would refer to the organized human social interactions within those geographic boundaries and encompass many cultures. The geographical region could also be much smaller. (Samovar et al., 2013, pp. 9-10)

Within a culture, it is not rare to see the arisen of co-cultures, subcultures or subgroups. The term co-culture was studied by Orbe who explained that co-culture supports the idea that no culture is superior to other co-existent culture (in Joan, 2019, p. 23). If in theory co-culture should put the two cultures on the same level, in practice, there is still a dominant culture and a “muted” culture. Co-cultures share many characteristics from the dominant culture, but they also exhibit unique patterns which can be based on ethnic heritage, gender, age cohort, sexual preference, or other criteria (Samovar et al., 2013, p. 9).

The notion of subculture is slightly different than the notion of co-culture. In fact, subculture refers to a group in which people identify and from which are derived distinctive values and norms and rules for behavior. It usually encompasses a large number of people and subcultures are often based on economic or social class, ethnicity or geographic region (Jandt, 2013, p. 8).

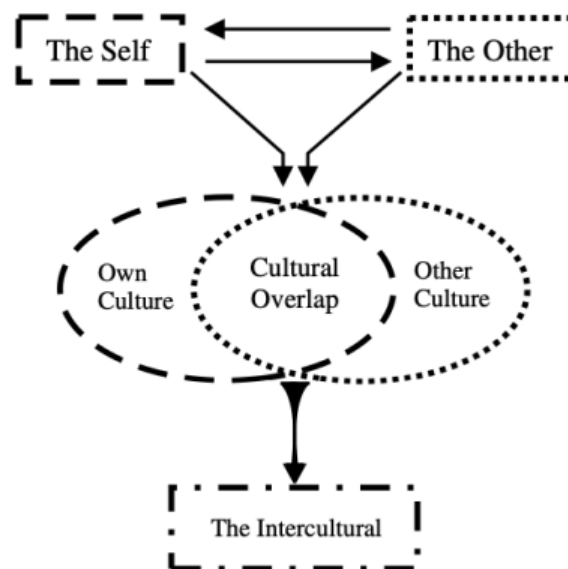
As for subgroups, they “provide members with relatively complete sets of values and patterns of behavior, and in many ways pose similar communication problems as cultures. Subgroups exist within a dominant culture and are dependent on that culture” (Jandt, 2013, p. 18). They are often based on vocation and occupation, and they do not involve a large number of people: it may be short-lived, but it can, for a while, provide symbols, rituals, values, and myths (Jandt, 2013, p. 19).

Being aware of co-cultures, subcultures and subgroups is primordial for having a deeper understanding of the culture and its richness. All the external and internal elements which shape culture make the concept complex and not always easy to comprehend, which is why, in the business world, an understanding of the consumers' culture and behaviors is necessary. In regard to the wine industry, some cultures do not consume alcohol, especially due to religious beliefs: if culture is not taken into account in communication and business strategies, this could cause major disagreements and misunderstandings.

1.2.2 Interculturality

Interactions between different cultures have always existed but they have increased incredibly with globalization. This increasing number of communication and exchanges is at the origin of the concept of interculturality. The notion of interculturality “refers to the existence and equitable interaction of diverse cultures and the possibility of generating shared cultural expressions through dialogue and mutual respect” (UNESCO, n.d.). Interculturality requires interaction, interrelationship and dialogue between the cultures (Clemente & Morosini, 2019, p. 7).

Figure 4 - The dynamic of interculturality



Source: Thomas A. (2010, p. 41)

Figure 4 shows the dynamic of interculturality with the notion of cultural overlap: “cultural overlaps occur when otherness impacts own-culture perspective and when interaction occurs between dissimilar others” (Thomas A. , 2010, p. 41). This dynamic results in interculturality.

For Dietz (2018), the concept of interculturality in our modern and globalized world is much more complex than just interactions between different cultures. For him, interculturality refers to “the relations that exist within society between diverse majority and minority constellations that are defined in terms not only of culture but also of ethnicity, language, religious denomination, and/or nationality” (p. 1).

However, the idea of interculturality should not be mistaken with the concept of multiculturalism. While interculturality refers to the positive interaction between different cultures, multiculturalism refers to a set of culture in a given society (Kreutz in Clemente & Morosini, 2019, p. 7). It can be defined as “the manner in which a given society deals with cultural diversity [...] Multiculturalism expresses the view that society is enriched by preserving, respecting, and even encouraging cultural diversity” (Longley, 2020).

Figure 5 - Differences between multiculturalism and interculturality

	<i>Multiculturalism</i> Cultural, religious and/or linguistic diversity	<i>Interculturality</i> Interethnic, interreligious and/or interlingual relations
<i>Factual level</i> = status quo		
<i>Normative level</i> = pedagogical, sociopolitical or ethical proposals	<i>Multiculturalism</i> Recognition of difference: (1) Principle of equality (2) Principle of difference	<i>Interculturalism</i> Coexistence in diversity: (1) Principle of equality (2) Principle of difference (3) Principle of positive interaction

Source: Guilherme & Dietz based on Giménez (2015, p. 6)

Figure 5 explains the main differences between the two concepts: multiculturalism is based on cultural diversity and the recognition of difference, while interculturality is based on relations and coexistence with the important notion of positive interaction.

Understanding the concept of interculturality is vital. In our globalized world, interactions between different cultures occur every day. Being aware of interculturality and cultural diversity, but most importantly, having some knowledge about it, favors great intercultural interactions.

1.3 The impact of culture and interculturality on communication strategies

The third section of this chapter aims to explain the impact of culture and interculturality on communication strategies (whereas they are intercultural or intracultural) and to show the behavior and competences necessary by the individuals in intercultural communication.

1.3.1 Defining intercultural communication

Communication plays an important part in social interaction and intercultural communication has a key role in cultural encounters (Thomas A., 2010, p. 89). According to Hall (1977), “culture is communication and communication is culture” (p. 14).

The notion of intercultural communication “involves interaction between people whose cultural perceptions and symbol systems differ enough to influence the communication event” (Samovar et al., 2013, p. 8). In 2007, Schmidt et al. gave an insightful definition of intercultural communication.

Intercultural communication is a symbolic, interpretive, transactional, contextual process whereby people from different cultures negotiate, at varying levels of awareness, shared meanings. This perceived cultural variability and diversity might include differences in communication and social style, worldview, customs, traditions, norms, rules, roles, and expectations. (p. 32)

In order to have effective intercultural communication and cooperation, there is a need to be aware of three important factors: your own culture, the other’s culture and the intercultural issue (Thomas A. , 2010, p. 43). Those three concepts are extremely important because they are at the base of intercultural respect and understanding. They have been developed by Thomas A. (2010) as followed:

- Own culture orientation: individuals normally assume that the way they behave is also the way others all over the world behave [...] Own-culture conditions of perception, thought and behavior must be broached, reflected on and acknowledged [...] In addition, communication processes and factors underlying our judgments must be understood. This requires knowledge of one's own-culture orientation system and its behavior-regulating functions. (pp. 44-45)
- Other culture orientation: it is necessary to be able to recognize conditions underlying other culture perception [...] such as learning to understand and acknowledge other culture conditions and strategies for life and problem management and to accept that these forms are equally sensible and meaningful; accepting other-culture systems of orientation, like our own, is only one option among a large variety of possible cultural systems of orientation; developing an understanding of how to deal effectively with other culture systems of orientation and the consequences thereof. (pp. 45-47)
- Intercultural orientation: the process requires distancing oneself from habituated mental scripts and a change of perspective to include possible courses of action and limitations within the personal system of orientation. New opportunities must be recognized and exploited while acknowledging and respecting new boundaries in the process. (p. 47)

It is also important to distinguish intercultural communication from cross-cultural communication. In fact, cross-cultural communication means “comparing two or more different cultures; so cross-cultural communication examines the varying communication styles of different cultural group” (Ehlion, 2020). The Association for Childhood Education International gives a definition which opposes the two concepts: “cross-cultural communication has been defined as the comparison of communication across cultures, and intercultural communication as the ability to communicate between people from differing cultural backgrounds” (n.d., p. 1).

It is vital to understand the concept of intercultural communication in a society where intercultural cooperation and exchanges are at the heart of today's global economic and business world.

1.3.2 Intercultural competence

There is a certain risk in intercultural communication in being misunderstood by the other person and by the other culture. Thomas (2010) says that “misunderstandings frequently arise when people communicate because of information deficits, incompatible goals and expectations, mood and situational interpretation” (p. 90). Collier (in Samovar et al., 2013) states that in “order to communicate effectively in an intercultural situation, an individual’s avowed cultural identity and communication style should match the identity and style ascribed to him or her by the other party” (p. 229). Being misinformed about the other’s culture in intercultural communication can lead to stereotypes, prejudices, racism and ethnocentrism (Samovar et al., 2013, pp. 229-240), which is why the notion of intercultural awareness is important. It refers to “the recognition that culture affects perception and that culture influences values, attitudes and behavior” (Gaston as cited in Shaules, 2019, p. 3).

For intercultural communication to go smoothly, there is one important notion: intercultural competence. Deardorff (as cited in McKinnon, n.d.) defines intercultural competence as “the ability to develop targeted knowledge, skills and attitudes that lead to visible behavior and communication that are both effective and appropriate in intercultural interactions” (p. 1). This set of competence is essential in order to avoid problems during an intercultural encounter. Collier (as cited in Samovar et al., 2013) gives an interesting definition of this concept.

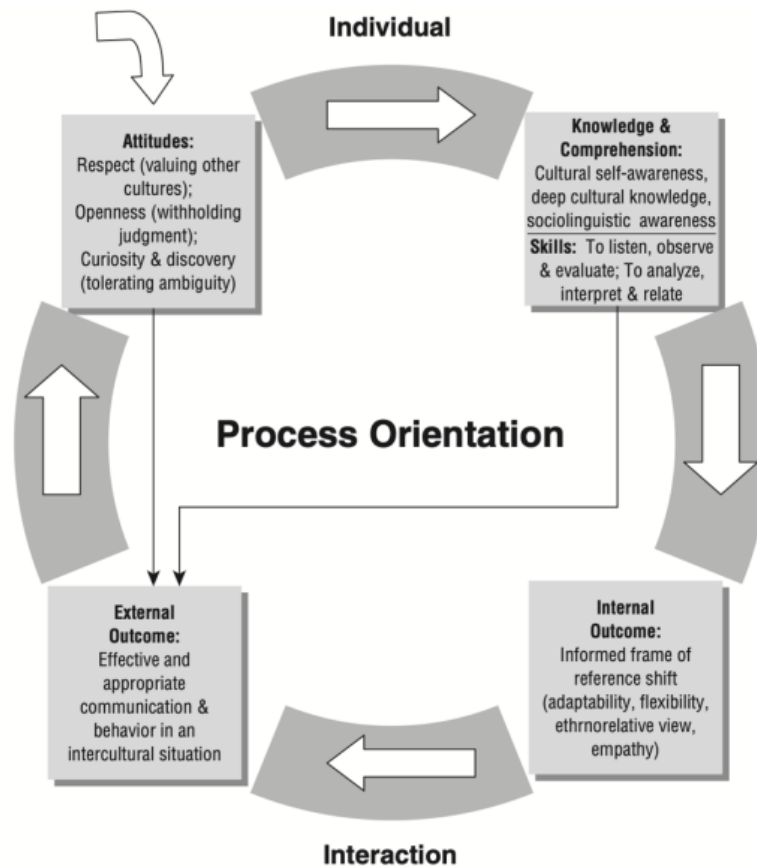
For example, if you avow the identity for an assertive, outspoken U.S. American and your conversational partner avows himself or herself to be a respectful, nonassertive Vietnamese, then each must ascribe the corresponding identity to the conversational partner. You must jointly negotiate what kind of relationship will be mutually satisfying. Some degree of adjustment and accommodation is usually necessary. (p. 229)

The notion of intercultural competence encompasses three pillars which are interconnected: knowledge, skills and attitudes (Deardorff in McKinnon, n.d., p. 1). This process is depicted in Figure 6, which shows the movement and link between the pillars: it devotes the movement from the personal level to the interpersonal level which results in intercultural interaction (Deardorff, 2006, p. 257). Deardorff (as cited in Ilie, 2019), describes the meaning of the three pillars as well as the internal and external outcome:

- Attitudes: respect, openness, and curiosity/discovery are key attitudes required for efficient intercultural communication [...] to create lasting relationships with people with different beliefs and values;
- Knowledge: when we refer to culture, defined as the beliefs, values and norms of a group of people, that influence individuals' communication behaviors, more categories of knowledge can be considered: sociolinguistic awareness, cultural self-awareness, culture-specific knowledge, and deep cultural knowledge;
- Skills: observing, listening, analyzing, evaluating, interpreting, and relating are the key abilities used for processing the acquired knowledge;
- Internal outcomes: if the key attitudes, knowledge, and skills are acquired, ideally, internal outcomes, as empathy, flexibility and adaptability will be achieved. As a result, individuals will become able to respond to the other person according to his/her expectations;
- External outcomes: the attitudes, knowledge, and skills, and the internal outcomes would lead to efficient intercultural communication behaviors. (pp. 265-266)

The process should begin with the attitudes and finish with the external outcome, however, “it is possible to go from attitudes and/or attitudes and skills/knowledge directly to the external outcome, but the degree of appropriateness and effectiveness of the outcome may not be nearly as high as when the entire cycle is completed and begins again” (Deardorff, 2006, p. 257).

Figure 6 - Process model of intercultural competence



Source: Deardorff (2006, p. 256)

Once the concept of intercultural competence is assimilated and put into practice, it still has to be successful. Brislin (as cited in Hatzer & Layes, 2010) made its mark in this context stating that the individual whose actions are successful in an intercultural encounter:

- Has extensive contact to other culture individuals;
- Is someone who other culture individuals enjoy being in contact with;
- Successfully accomplishes his assignments in an other culture environment;
- Does not perceive interacting with other culture individuals or accomplishing tasks as stressful. (p. 122)

Intercultural competences are therefore vital in the well proceedings of intercultural communication.

1.3.3 Globalization, intercultural management and communication

Globalization has had a great impact on the increasing development of intercultural communication. Interactions between culture have become ordinary but most importantly are, nowadays, necessities in order to conduct commercial activities and have social exchange (Samovar et al., 2013, p. 2). All of this leads to the development of a new concept: intercultural management.

The notion of intercultural management is recent and was developed during the 1980s: one of the pioneers of this concept is Hofstede. He highlighted the fact that corporations needed to adapt their management style and adopt management techniques that were appropriate to the culture and the country they were working with (Jacob, 2003, p. 3). The notion of intercultural management can be defined as “planning, staffing, and control of international business activities. These activities occur between business units that are located in different countries, whether joint venture partners, headquarters, and subsidiary, principal and agent, supplier and customer” (O’Connell in Caganova, Cambal, & Weidlichova Luptakova, 2010, p. 53).

Many models have seen the light following the emergence of this concept. These models aim to understand the different cultural patterns of the cultures around the world and therefore, enlighten individuals and corporations on the intercultural communication behaviors to adopt. One of the greatest models was established by Hofstede who measured the cultural dimension at a national level in order to characterize the dominant culture in a given society (Samovar et al., 2013, p. 184). The model distinguishes culture according to five dimensions: Power Distance, Individualism and Collectivism, Masculinity and Femininity, Uncertainty Avoidance, and Long-Term Orientation and Short-term orientation. These dimensions are measured on a scale from 0 to 100, 0 being low and 100 being high (De Mooij, 2004, p. 182). These dimensions can be defined as this:

- Power distance: it is the extent to which less powerful members of a society accept that power is distributed unequally. In large power-distance cultures, everyone has their rightful place in society and there is respect for elders and people in authority (De Mooij, 2004, p. 183);

- Individualism vs. collectivism: refers to the degree to which people in a country have learned to act as individuals rather than as members of a cohesive group (Hofstede as cited in Van Eysendeyk & Rebac, 2009, p. 28);
- Masculinity vs. femininity: in masculine cultures the dominant values are achievement and success while the dominant values in feminine cultures are caring for others and quality of life (De Mooij, 2004, p. 183);
- Uncertainty avoidance: the extent to which members of a culture feel threatened by ambiguous or unknown situations (Hofstede as cited in Samovar et al., 2013, p. 187);
- Long-term orientation vs. short-term orientation: long-term orientation stands for the fostering of virtues oriented toward future rewards - in particular, perseverance and thrift. Its opposite pole, short-term orientation, stands for the fostering of virtues related to the past and present - in particular, respect for tradition, preservation of “face” and fulfilling social obligations (Hofstede as cited in Samovar et al., 2013, p. 192).

Models for intercultural communication and management, such as Hofstede’s, are extremely important because their analysis helps to perhaps understand the other culture and may facilitate the social and business exchanges. However, it is important to remember that these models cannot be accepted as universally correct; it is necessary to analyze them critically and study the concrete situation we are dealing with.

1.3.4 Intercultural communication vs. Intracultural communication

Intercultural and intracultural communication both focuses on the communication patterns of individual people within a country, however, they do not have the same purpose and field of action (De Voss, Jasken, & Dawn, 2002, p. 71). Intracultural communication refers to “communication between members of the same cultural background who use the same language to communicate within the country” (Nguyen Quang, 2006, p. 35). In their work, Samovar and Porter describe intercultural communication as “the type of communication that takes place between members of the same dominant culture, but with slightly different values” (Kecskes, 2018, p. 8).

Generally, intracultural communication is less challenging than intercultural communication (God & Zhang, 2018, p. 306). The reason why is because they share the same set of beliefs, attitudes, customs, behavior or social habits, and they know very well how to behave appropriately (Nguyen Quang, 2006, p. 35). Moreover, individuals who have an intracultural exchange share a large amount of linguistic and cultural knowledge which means that the message sent is often interpreted as intended (God & Zhang, 2018, p. 306).

However, intracultural communication should not be taken for granted and forgotten. As seen in Chapter 1, 1.2, 1.2.1, 1.2.1.2, within a dominant culture there can be subcultures and subgroups. Therefore, it is important to take into account the different cultural patterns and the cultural diversity within a culture while doing intracultural communication: even in this type of communication there can be some misunderstandings if all the different cultural aspects are not acknowledged.

This issue relates to the challenges facing businesses and corporations while communicating to different targets (as seen in Chapter 1, 1.2, 1.2.1, 1.2.1.3). In terms of communication, it means that even within the same culture there must be some adaptations depending on which subculture or subgroup the communication is intended. Flexibility is key.

CHAPTER 2 – THE HOST INSTITUTION AND ITS ENVIRONMENT

2 The host institution and its environment

This chapter is divided in three parts and has for objective not only to present the host institution of the internship but also its environment.

The first part focuses on the host institution, the *Bourgogne Wine Board*, and its functioning: this section is important to understand the missions and projects carried out during the internship, which will be approached in Chapter 3. The second part includes a thorough analysis of the company and its competitors while the third part analyses the modes of internationalization of the professional organization and the evolution of its export markets. This last section is also linked to the concept of culture and interculturality seen in Chapter 1.

2.1 The Bourgogne Wine Board

2.1.1 Historical and cultural background

To fully understand the role of the *Bourgogne Wine Board* in the French wine industry and why it was created, it is necessary to have a brief historical background about the wine industry in France and its influence.

French people are very attached to their wines. The French wine culture takes its roots in Antiquity. The first French vineyard was established in the city of Marseilles, on the banks of the Mediterranean Sea, around 600 BC. With the invasion of the Gaul by the Romans, the culture of the vine proliferated with the extension of the culture from north to south and east to west. During the Middle-Ages, the culture of the vine was still going strong, and the people started to gain more and more knowledge about the production and transformation of wine. This beverage was, at the time, highly appreciated by the French Kings, who are big wine consumers and participated in its expansion (FranceAgriMer, n.d.).

In the Bourgogne wine region, the wine industry was mainly developed thanks to the monks during the Middle-Ages. Furthermore, the proximity of the river Yonne to the Chablis wine region is a real advantage: it facilitates the transportation of wine to Paris. At the end of the 19th century, the arrival of an insect, called phylloxera, destroyed the vines and cut the expansion of Bourgogne wines short. The first and second World Wars

were also devastating for the vineyards. After, the wine region recovered, and Bourgogne Wines quickly became internationally renowned. The creation of the *Appellation d'Origine Contrôlée (AOC)*³ system in 1935 now protects the designations of the wines produced in Bourgogne and guarantees a high-quality standard (Vins de Bourgogne, n.d.).

It is no mystery that France is well-known for its gastronomy, and the term “French way-of-life” is often used to describe the passion of the French people for fine dining, which includes their famous wine. The culture of wine is especially important for the French people. In a recent study conducted by *L'Institut Français d'Opinion Publique (IFOP)*⁴ regarding the relation between the French people and French wine, 96% of respondents said that wine is part of France’s cultural identity. For 90% of respondents, in France there is a particular relation with wine that you cannot find in another country, and 86% said that it is part of the French-way-of-life, and they are very attached to it (Vin & Société, 2019)⁵. To qualify the importance of wine for the French, Barthes (1957), at that time already stated that “wine is, for the French nation, a national good, just as its three hundred and sixty kinds of cheeses and its culture. It is a totem-beverage”⁶ (p. 69).

The wine industry is an integral part of the French history and culture, as well as part of the French economy:

- In 2019, France produced 4.2 billion liters of wine that is to say 17% of the world’s production;
- It is the second producer of wine behind Italy;
- It is the second consumer of wine behind the United-States with 3.5 billion bottles drunk in 2019;

³ The *Appellation d'Origine Contrôlée (AOC)* is a French label which certifies “a product for which the principal steps for production are done following a well-established technique within the same geographical area, which gives the product its characteristics [...] It protects the denomination on the French territory” (Insitut National de l'Origine et de la Qualité, n.d.).

⁴ The French Institute of Public Opinion. Polling and market research firm.

⁵ Study conducted by IFOP and Vin & Société from the 27th to the 29th of August 2019 on 1004 people, representative sample of the French population over 18 years old. Quotas method.

⁶ Free translation of the Author. In the original: “Le vin est senti par la nation française comme un bien qui lui est propre, au même titre que ses trois cent soixante espèces de fromage et sa culture. C’est une boisson-totem” (Barthes, 1957, p. 69).

- With 750,000 hectares, France represents 11% of the global surface of wine-producing vineyards;
- French wines and spirits are France's second contributors to the nation's trade balance behind the aeronautic industry and before the cosmetic industry, with 12.7 billion euros (CNIV, 2019).

The wine culture is well anchored in France and in the minds of French people, who cannot imagine France without its wine. Over time, the wine industry grew to become an essential part of the French trade balance and a pillar of the country's economy.

2.1.2 Presentation of the host institution⁷

The *Bourgogne Wine Board (BIVB)*⁸, is a non-profit organization under the French law of 1901. This particular law defines the statutes of any non-profit organization established in France: “it is an agreement by which one or more persons bring together, in a permanent manner, their knowledge or their activities for a non-profit purpose. It is governed [...] by the general principles of law applicable to contracts and obligations”⁹ (Légifrance, 2020). The BIVB gets its present form in 1989, after the merger of various trade committees and federations created since 1960, and officially becomes a professional organization. It aims to represent, protect and support the winemakers from the Bourgogne wine region (Appendix I), and it is managed by elected members of this profession. It comprises 300 wine merchant, 17 cooperative cellars, and 3,949 wine-producing estates.

⁷ All the information about the professional organization was retrieved from non-recorded discussions through my internship with the Chablis Marketing and Communication Manager, Mrs. Françoise Roure, and from internal documents available on the extranet and intranet websites of the *Bourgogne Wine Board*.

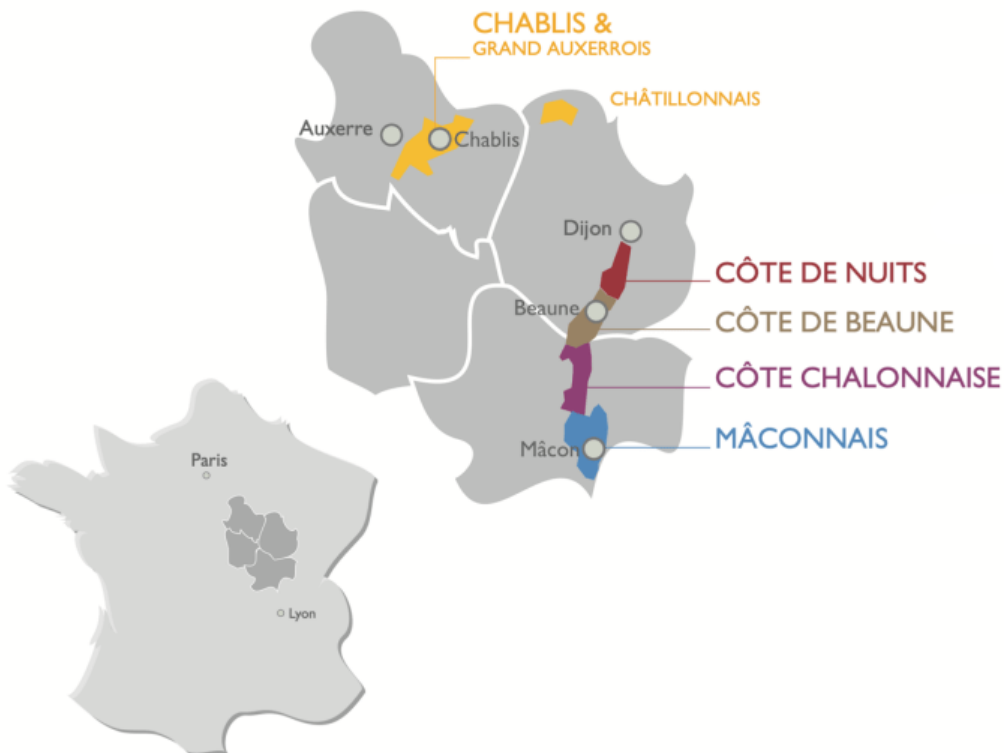
⁸ Official English translation of the French name of the professional organization *Bureau Interprofessionnel des Vins de Bourgogne (BIVB)*.

⁹ Free translation of the Author. In the original : “L'association est la convention par laquelle deux ou plusieurs personnes mettent en commun, d'une façon permanente, leurs connaissances ou leur activité dans un but autre que de partager des bénéfices. Elle est régie, quant à sa validité, par les principes généraux du droit applicables aux contrats et obligations” (Légifrance, 2020).

The BIVB is organized into three departments:

- The Technical and Quality Department: it aims to provide expert support to wine professionals. It contributes to improve the quality of Bourgogne wines while promoting cultivation techniques respecting the environment.
- The Markets and Development Department: its role is to better understand the various markets of Bourgogne wines, in France and abroad, and to help wine professionals in planning their sales campaigns and strategies.
- The Marketing and Communication Department: it is dedicated to the promotion of Bourgogne wines in France and overseas. It helps to market Bourgogne wines, but also helps the consumer to better understand them. It mainly contributes to the training of market influencers (specialized wine stores, restaurants, importers...) and consumers thanks to different messages and campaigns.

Figure 7 - Map of the different BIVB sites in Bourgogne



Source: Bureau Interprofessionnel des Vins de Bourgogne (2019)

As shown in Figure 7, the *Bourgogne Wine Board* has four different sites dispatched in the Bourgogne wine region:

- The headquarters, in Beaune (Côte d’Or);
- The Chablis site (Yonne);
- The Mâcon site (Saône-et-Loire);
- The *Centre Interprofessionnel Technique des Vins de Bourgogne*, in Beaune (Côte d’Or).

While most of the activity is performed at the headquarters in Beaune, Chablis has its own site but most importantly, its own marketing and communication department, which is dedicated to the promotion of Chablis wines. My internship was executed within the Chablis-based team, which is why the rest of this chapter will mainly focus on this particular site.

2.1.3 Missions and objectives

As a non-profit and professional organization, the BIVB is based on several principles. It is crucial to know, understand and follow those principles because they guarantee the smooth running of the professional organization. These principles are:

- Representativity of the professional families of viticulture and wine trade;
- Equal parity in the creation of the different authorities;
- Unanimity of the two families in the interprofessional agreements.

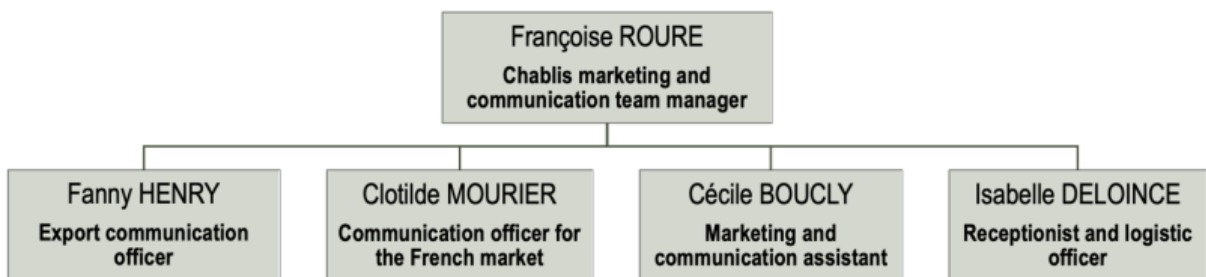
In addition of these core principals which define the BIVB, the organization has several missions that it aims to achieve. It is important to make those clear and precise for the members of the organization. These missions are to:

- Represent and defend the interests of Bourgogne wines, wine-producers and wine merchants;
- Define the technical, economic and communication strategies;
- Perform actions to carry out these strategies, which all have the same aim: make Bourgogne wines a global reference of great wines from a sustainable viticulture.

2.1.4 Chablis marketing and communication team

The Chablis-based team of the BIVB is composed of 4 permanent employees. Their work is dedicated to the promotion of Chablis wines in France and overseas. Mrs. Françoise ROURE is in charge of the marketing and communication, and she is at the head of the Chablis team. Her work is to propose, organize and manage the actions of the BIVB Chablis in France and overseas. Mrs. Fanny HENRY is the export communication officer, she helps with the development and follow up of the communication actions related to the export markets. Mrs. Clotilde MOURIER is the marketing and communication assistant in charge of the French market. She helps with the development and follow-up of the communication actions in France, as well as with the organization and logistics of local events. She became a member of the team mid-September 2020. Mrs. Isabelle DELOINCE is in charge of welcoming professionals and of the logistic operations linked to the communication activities. I joined the team in February 2020 and Mrs. Françoise ROURE was my internship supervisor. My role in the team was to work on several marketing and communication projects related to export and French markets, but also to be versatile and be able to help my colleagues with their work if needed.

Figure 8 - Organization chart of the Chablis based BIVB team



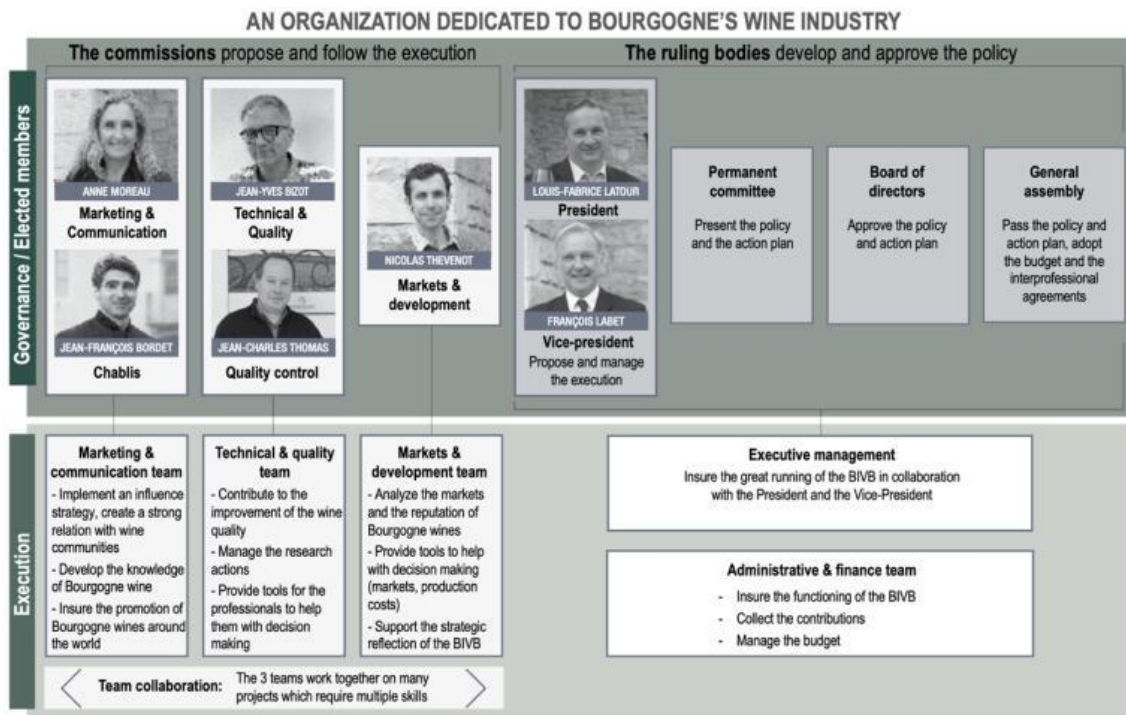
Source: own

2.1.5 Functioning of the professional organization

As a professional organization, the BIVB is managed by wine professionals who are elected members. It brings together the wine region's two families: viticulture and wine trader, who are represented equally within the professional organization. The governance of the BIVB is based on a permanent comity, a board of directors and a general assembly.

At the head there is a president and a vice-president. The functioning is based on several thematic commissions, which are supported by the different departments of the BIVB (as shown in Figure 9).

Figure 9 - The functioning of the professional organization



Source: own, adapted from Bureau Interprofessionnel des Vins de Bourgogne (2020)

One of the thematic commissions is the commission Chablis, which approves and supervises the decisions made by the Chablis marketing and communication team. Meetings are organized several times a year between the team and the elected members. These meetings are extremely important: they are held in order to present the projects carried out by the team and their impact on the Chablis wine region, but it is also during these meetings that decisions for the next communication campaigns are taken and approved. Every campaign and every budget must be voted by the commissions and their elected members in order to be executed.

2.1.6 Finances and budget

As a non-profit organization, the financing of the BIVB is different from a for-profit company. Indeed, the BIVB does not actually sell products or services but helps develop the professions related to the wine industry in Bourgogne. Also, it helps winemakers and wine professional to develop the French and foreign markets. Therefore, its revenues come from interprofessional contributions calculated based on the sales volumes of the wines, the grapes and the grape musts. That is to say, industry professionals pay a subscription to the BIVB based on their own sales, and the rate varies on the type of appellation¹⁰ they are selling. This means that every Bourgogne-based winemaker and wine professional is part of the BIVB and can enjoy the services offered by the professional organization such as market research, data and analyses, local and foreign events or communication campaigns.

For 2019/2020, the total functioning budget of the BIVB was €13,030,000. The budget devoted to the marketing and communication department, excluding the staffing costs, was €5,811,000, including €1,600,000 for the Chablis-based BIVB (Bureau Interprofessionnel des Vins de Bourgogne, 2020). The budget of the Chablis-based BIVB is then divided into several categories such as the French market and export markets.

2.1.7 Targets

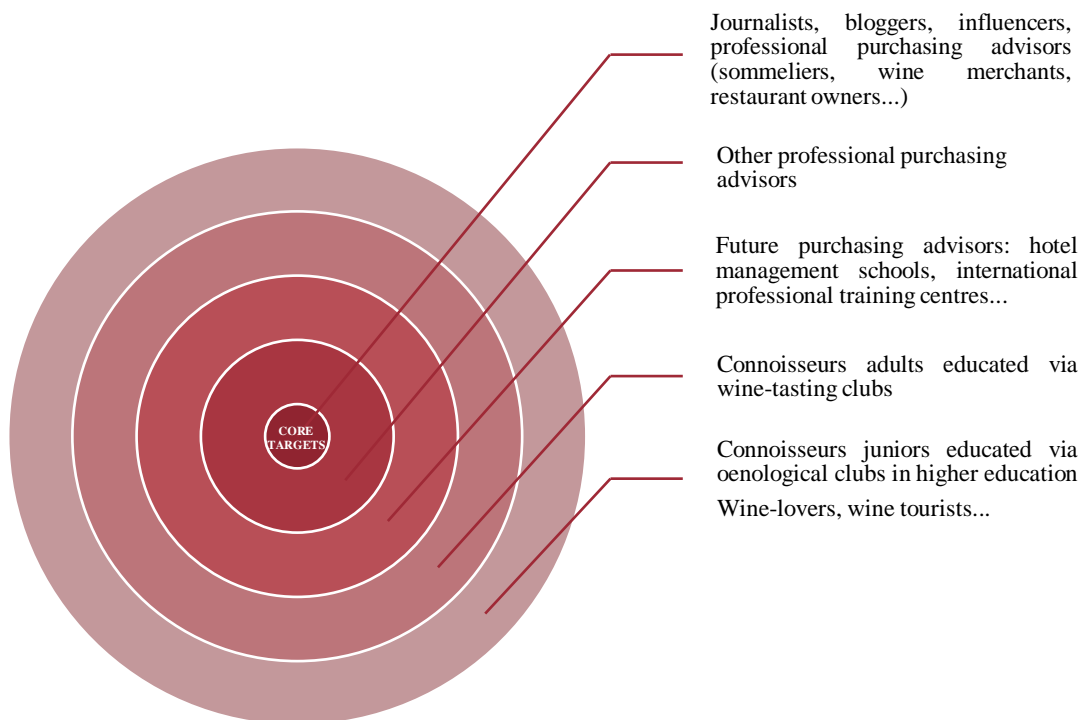
Defining the targets is essential for any business in terms of marketing: it helps to determine the marketing strategy. As seen in Chapter 1, 1.1, 1.1.1, 1.1.1.2, there are historically two types of marketing: B2B and B2C. The Bourgogne Wine Board does a B2B marketing: it focuses on communicating to the professionals instead of the general public. However, it is important to note that sometimes, the professional organization does B2C marketing and communication while working with other organization, which we will see further in Chapter 3.

¹⁰ The term appellation can be defined as “a legally defined geographical location used to identify where (and how) grapes are grown and made into wine” (Winefolly, n.d.). In the Chablis wine region, there are four levels of appellation: *Petit Chablis*, *Chablis*, *Chablis Premier Cru* and *Chablis Grand Cru*.

With the emergence of social media and the internet, influence marketing has been developing during the past decade. The term *influence* can be “broadly defined as the power to affect a person, thing, or course of events [...] Influence can be the action of creating an environment conducive to affecting another person’s opinion on a particular issue” (Brown & Hayes, 2008, p. 49). Influence marketing can then be explained as “the strategy of promoting brands, products, or services with selected individuals who are judged most likely to exercise a significant influence on purchase decisions within a particular target market” (Chandler & Munday, 2016).

Therefore, the core targets of the BIVB have been, for many years, the journalists and professional purchasing advisors such as sommeliers, wine merchants and restaurant owners. However, with the development of influence marketing and the digital communication mediums, the core targets now include bloggers and influencers specialized in wine or gastronomy. There are then other targets which are not considered as core targets like other professional purchasing advisors, future purchasing advisors and connoisseurs in general.

Figure 10 - Targets of the Bourgogne Wine Board



Source: Bureau Interprofessionnel des Vins de Bourgogne (2017)

2.2 Analysis of the professional organization

Doing a thorough analysis of the professional organization's environment is necessary in order to understand the internal and external elements which might have a positive or negative influence on its well-running.

2.2.1 SWOT analysis

The SWOT analysis is an interesting tool to understand the internal and external environment of a business. It is described by Ommani (2011) as follow:

SWOT is a basic and candid model that assesses what a business can and cannot do, as well as its potential opportunities and threats. The method is to take the information from an environmental analysis and separate it into internal (strengths and weaknesses) and external issues (opportunities and threats). (p. 9448)

Table 2 reflects the SWOT analysis of Chablis wines, which will give us a deeper understanding of the environment surrounding it, and thus allow us to think of how to reinforce the strengths, overcome the weaknesses, work on the opportunities and minimize the possible consequences of the threats.

Table 2 - SWOT analysis of the professional organization and Chablis wines

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> - Easy to understand: one single varietal - 4 different appellations with a great range of prices - Unique taste - Know-how of the winemakers - Values: history, heritage, culture - Internationally renown - Strong loyalty of the consumers 	<ul style="list-style-type: none"> - Only one type of wine: white wine - Can be seen as elitist, not accessible to everyone - Variable volumes each year due to the climatic conditions - Budget of the BIVB mainly depending on the quality of the harvests and sales
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> - Possibility to attract new customers - Possibility to conquer new markets - Development of organic wine - Development of wine tourism 	<ul style="list-style-type: none"> - Rude competition from other French wines and from “new world” wines - Aging core target - Counterfeiting - Reinforcement of the law in France and overseas regarding alcohol - Global pandemic situation

Source: own

▪ **Strengths**

Chablis wines, and therefore the BIVB, have many strengths in the wine industry. They are easy to understand with one single varietal: Chardonnay. Also, there are four categories of appellations (*Petit Chablis*, *Chablis*, *Chablis Premier Cru* and *Chablis Grand Cru*) which gives a wide range of wine and of prices. Chablis wines are attractive to many people, and for any budget and occasion. Thanks to the soils of the Chablis wine region, the wines have a unique taste and are known for their minerality and purity: “Chablis is Chardonnay, but not every Chardonnay is Chablis” (George, 2019).

The know-how is one of the most important criteria for anyone making local produce. It is a guarantee of its quality and a proof of knowledge of the product. It is even more essential for a winemaker producing Chablis wines as it is a unique wine which can only be made in the Chablis wine region. Moreover, many of the wine estates are run by the

same families, passed down from generation to generation and the current winemakers learned the ropes from their parents or their grandparents, who shared and taught their youngsters their unique expertise. Chablis is all about heritage and history.

One of the strengths of Chablis wine is the loyalty of its consumers. The wines are appreciated for their purity, minerality and salty tang, which is typical from this wine region, and it is exquisite with a lot of food paring, especially with seafood. Its taste makes a big impression and is very unique, which is why when a consumer likes it, he/she is usually very loyal to Chablis wines in general or to a specific brand producing Chablis wines. Moreover, thanks to its characteristics, its history and the know-how of the winemakers, Chablis wines have been internationally renowned for many decades.

- **Weaknesses**

Chablis wines are only of one varietal and, most importantly, one type of wine: white wine. This wine region is known for making only one color of wine. Indeed, no red wine or rosé is produced in the Chablis wine region, which can be an inconvenient if the person is not fond of white wine. If the person does not really know or understand the wine, it can also be seen as elitist as it is quite complex. This can give an image of an old wine, not so modern, and difficult to be decoded.

The area of cultivation for all the four Chablis appellations is strictly delimited in technical specifications. Therefore, most of the vineyard parcels are already cultivated and the area of cultivation cannot be extended. Moreover, with climate change, the vines are suffering, more and more, with the escalation of frost, hail or heatwaves. Thus, each year volumes vary, and cannot be estimated before the harvest. This can be translated as an increase of prices as some vintages are rarer than others: it can be a threat because the consumer can decide to buy another wine which is not Chablis. For the BIVB, a decrease of the volume produced can mean a decrease of its functioning budget because part of the budget of the professional organization is based on the sales of Chablis wines.

- **Opportunities**

There are many opportunities for Chablis wines in France and overseas. These wines have been seen, for many decades, as a wine made for connoisseurs, drunk by older

generations. However, this idea has been changing over the years, with a new part of the population discovering the wine and enjoying it: the young adults. This market has a lot of potential because Chablis wines are affordable and can be enjoyed in any occasions. Furthermore, these wines can conquer new markets overseas. If some of the historical markets for Chablis wines are still going strong such as the United-Kingdom, the United-States or Japan, some emerging markets have risen - such as China, Taiwan or Singapore. The latter have a big growth potential, with a population eager to discover the wine culture and the know-how of the French winemakers.

The increase of interest for organic products has been seen around the world for several years now. People want more transparency regarding what they eat and drink, which is why there have been an increase in the demand of organic food and more recently, organic wine. Chablis winemakers understood this new trend and some of them have already converted to organic production. With the new generation of winemakers taking over the wine estates, the change is more and more common. Wine tourism is also developing widely and steadily, with a strong demand; the people now coming to the different wine regions want to discover not only the wine and its characteristics, but also share a unique moment with the wine producers.

- **Threats**

The competition in the wine industry has been increasing over the last decades with the emergence of new wines around the world: Chile, New Zealand, South Africa or California, to mention just a few. Those wines are said to be from the “new world” in opposition to “old world” wines which are from the historical wine producing countries such as France and Italy (Puckette, 2021). The core target of Chablis wines is aging, and the new wines mainly attract the new generations, which is a threat to the traditional wines such as Chablis wines. Moreover, Chablis wines have been battling with counterfeiting for a very long time: it is one of the most counterfeited wine in the world. This is a threat to its development as it can be seen as an easy wine to imitate and, therefore, consumers are more vigilant when considering buying Chablis wines.

Additionally, the laws regarding alcohol have been recently reinforced in France and overseas. The sales of wine are more controlled, and therefore the exportations to some countries are more difficult. This can have a negative impact on the consumption of wine.

Also, the COVID.19 crisis has been a huge threat to the wine industry. Each country had to have, at some point, a national lockdown. Most of the wine consumption is in bars and restaurants, which had to close for long periods of time. While there is no definite data regarding this point, the loss of turnover is foreseen to be quite considerable for winemakers of the Chablis wine region.

2.2.2 PESTLE analysis

The PESTLE analysis helps to understand and analyze the external factors which can have an impact on the business, or the professional organization in this case. For Yatsenko & Dmytriyeva (in Phan, 2021), PESTLE is “a simple and effective tool used in case analysis to identify external forces (macro environment level) that can influence an organization. These forces can pose both an opportunity and a threat to an organization” (p. 38). In another words, it is a “marketing theory used to analyze how political, economic, social, technological, environmental, and legal external factors influence or impact an organization” (Oxford College in Fosher, 2018, p. 2).

Table 3 - PESTEL analysis of the Chablis wine industry

<i>POLITICS</i>	<ul style="list-style-type: none"> - Politic decisions regarding taxes - Importation regulations
<i>ECONOMY</i>	<ul style="list-style-type: none"> - COVID.19 global crisis - Evolution of export markets
<i>SOCIAL</i>	<ul style="list-style-type: none"> - Evolution consumption behaviors - New trends of consumption
<i>TECHNOLOGY</i>	<ul style="list-style-type: none"> - Mechanization of the harvest and the vinification - Development of social media and e-commerce
<i>LEGAL</i>	<ul style="list-style-type: none"> - <i>Loi Evin</i> - European and global regulations
<i>ENVIRONMENT</i>	<ul style="list-style-type: none"> - Development of organic viticulture - New Eco-Labels - Evolution of climate change

Source: own

- **Politics**

Politics can have a great influence on the wine industry as wine contains alcohol, and these types of products may face severe restrictions. One of the impacts on alcohol beverages can be taxes. They are often used to make profit and to dissuade people from buying as an increase on taxes has a direct influence on the product's price. In October 2019, Donald Trump, president of the United States of America, decided to add a tax of 25% on imported French still wine called the *Trump Tax*, which had direct impact on the winemakers and their turnover (Vignoblexport, 2020). Furthermore, importation of goods can be directly affected by policies as often a quota system is put in place in order to control the number of alcoholic beverages imported into a country.

- **Economy**

Export markets have been evolving for many years and new markets have emerged such as China or Singapore. Additionally, the demand in these countries is set to increase in the next years. Exports markets play a huge part in Chablis wines' economy. However, as stated previously, the COVID.19 global crisis have put a curb on the sales as restaurants and bars closed around the world, with a great impact on the economy of Chablis wines.

- **Social**

Over the last decades there has been a change of behaviors regarding wine and its consumption. Many countries which were not known as being wine consumers evolved thanks to globalization and became more interested in the beverage. Also, there have been a change in the way wine is drunk: if the beverage was an integrant part of our grandparents' or parents' meals, it is changing with the new generations. According to Leboulenger (2019), young adults would rather drink less wine, but better-quality wine. It is also more and more common to see the younger generations having wine as pre-dinner drinks.

- **Technology**

The technology progress has had a great impact on winemakers: technology makes the cultivation of the vine easier. The harvests, which have always been manual, can now be

mechanical, with machines designed specifically for this purpose called high-clearance tractor: it is adjusted to harvest the mature grapes to then produce the wine. During the vinification process of the wine, technology has also had its influence. Although these technologies do not replace the winemaker, they do facilitate the winemaker's work.

With the development of the internet and, consequently, in the recent years social media networks winemakers have gained access to new tools to use for communication. It is almost compulsory now for an estate to have its website to be known by the general public. When used well, social media is a goldmine to promote a business: it is a way to be close to the customers and to create a link with them. E-commerce has known a peak in its development during the COVID.19 pandemic as the shops were all closed. The winemakers had to quickly adapt to this new trend in order to keep their customers during the pandemic. The development of these new technologies has had a huge impact during the global pandemic as it was the only way to stay in touch with the customers.

- **Legal**

The wine industry is largely controlled by the governments and many legal measures are taken in order to regulate the consumption of alcoholic beverages. In France, a law named *Loi Evin* was created in 1991 to fight against excessive alcohol and tobacco consumption. This law aims to supervise the communication of alcoholic beverages, which means that the wine industry has to follow a number of rules (Vin et Société , 2019). Also, many regulations are put in place at a European and global scale for the exportation and importation of wine. For example, a certain labelling needs to appear on the bottles for some countries, and in some others the publicity of alcoholic beverages is prohibited.

- **Environment**

Questions regarding the environment are extremely important in the wine industry as the cultivation of the vine is one of the most crucial parts in the wine-making process. There has been a massive development of organic viticulture in the past years and the demand has also increased significantly. Governmental decisions have also steered the winemakers towards the change to organic viticulture with the creation of many eco-friendly labels. Climate change is more and more noticeable in the vineyards, as the

increase of frost and heatwaves have a direct impact on the production and the quality of the wine.

2.2.3 Competitor's analysis

The competitor's analysis for a company or a NPO is necessary to understand which other business is likely to have the same core targets and the same type of customers. It also helps to see what the others are proposing and how to stand out from them.

2.2.3.1 Direct competitors

The wine industry is very large with many different wine regions but also many estates. Every other French wine region can be seen as a competitor to Chablis wines. In fact, they also represent the French know-how and way of life, especially abroad because France is seen as the country of gastronomy and wine. They can mostly be a competitor for any wine-lover who wants to have a French white wine and who does not know which one to choose from. However, each wine is different and there is, in France, a wide variety of choices. Each wine region has its own characteristics, and each wine has its own unique taste. Chablis wines are one of a kind and, as we have stated, can only be produced in Chablis.

2.2.3.2 Indirect competitors

There have been an emergence of new wine producing countries over the last decades and centuries, such as New Zealand, Chile, South Africa or Argentina. These countries are said to be from the *New World* and propose wines that are more modern, and they represent a new way of making wine. They are very different from the French wines; they are usually stronger, and they have their own unique taste depending on the climate, rain or heat. *Old world* wines do not have the same characteristics as *New World* wines: "Old World wines tend to be lighter-bodied, lower in alcohol, have brighter acidity, and show more earth-driven flavors. New World wines are usually fuller-bodied, higher in alcohol, have lower acidity, and are much riper on the palate" (Verve Wine, 2020). Therefore, they can be considered as indirect competitors.

2.3 Internationalization of the Bourgogne Wine Board

2.3.1 Modes of internationalization

Nowadays, it is essential for a business to have some visibility abroad in order to conquer new export markets. This is made possible thanks to the implementation of different and more appropriate marketing and communication strategies.

- ***Bourgogne Wines Official Ambassadors***

Over the years and following a strategy of globalization, the Bourgogne Wine Board was able to build in France and in many foreign countries a strong network of ambassadors named *Bourgogne Wines Official Ambassadors*. In 2020, there was 13 ambassadors in France and 71 ambassadors in 20 different countries (Bureau Interprofessionnel des Vins de Bourgogne, 2019, p. 18). They are vital for the BIVB because they were officially trained by the professional organization to teach professionals and amateurs about Bourgogne Wines. Their knowledge ensures an excellent quality training and helps to export Bourgogne Wines in foreign countries. They are also able to represent the BIVB on official events when the French-based team is not able to make the trip abroad. With the borders closed during the pandemic, their work is essential to keep the link between Bourgogne Wines and the consumers.

- ***Training programs***

With the network of *Bourgogne Wines Official Ambassadors*, comes a great number of training programs. The training programs help to increase the knowledge of professionals and amateurs about Bourgogne Wines. Many training days are proposed each year with different themes in order to satisfy everyone, from amateurs to connoisseurs. The BIVB also attach importance to train the future *sommeliers* via hotel management schools. The training was able to keep going during the pandemic as the BIVB quickly adapted seminars to webinars. In total, 3074 professionals and 239 amateurs were trained in 2019/2020 in 10 different foreign countries (Bureau Interprofessionnel des Vins de Bourgogne, 2019, p. 14).

- ***Websites and social media***

The Bourgogne Wine Board has two different websites: one dedicated to all Bourgogne Wines from the Bourgogne wine region, and one dedicated to Chablis Wines only. They offer a great visibility online as they are both available in five languages: French, English, German, Japanese and Chinese. The websites offer a great number of information, resources and fresh news for anyone interested in Bourgogne Wines. This is a great asset for the export markets because it helps to connect with people speaking at least one of those five languages. The Chablis website was recreated during my internship period in order to offer a better customer experience (its importance will be further explained in Chapter 3).

Social media is nowadays essential to any company which wants to connect with the young adults. Moreover, they are a great way to have daily interactions with the followers and to keep them informed about day-to-day news from the vineyards and the wineries. They were also vital during the pandemic to keep in touch with Bourgogne Wine lovers as they couldn't come to visit and do wine tastings. The BIVB is present on five social media platforms: Facebook (French and English account), Instagram, Twitter (French and English account), YouTube and LinkedIn; and the Chablis-based BIVB on two social media platforms: Twitter (French and English account) and Instagram. The information is always available in French and English.

- ***Events***

The Bourgogne Wine Board gives a great importance to event planning in order to promote its wines in France and abroad. The events organized are mainly for the professionals as they are the core targets of the BIVB (as seen in Chapter 2, 2.1, 2.1.7). Indeed, it is important for understanding and appreciating the wine to be able to taste it and meet with the winemakers, which is possible during an event. They are held in foreign countries and can take the shape of several forms such as lunch with food and wine pairing, meetings and tastings with the winemakers, wine and food fairs or thematic days to understand the characteristics of Bourgogne Wines. However, sometimes events are organized in Bourgogne in France to promote the wines on the export markets so the

professionals can come to see the terroirs¹¹, the vineyards and the winemakers as it is the case with the event named *Grands Jours de Bourgogne*¹². Organized in the spring, it is an itinerant event which takes place in the vineyards of Bourgogne and which is dedicated to the wine professionals. The event lasts five days and takes place in a different vineyard of Bourgogne each day, and the professionals can taste the new vintage and the new wines on the markets, but also meet new winemakers and establish a new professional network. The 2020 edition, which had to be canceled at the last moment due to the COVID.19 crisis, was supposed to receive 2500 wine professionals in total from 54 countries (Bureau Interprofessionnel des Vins de Bourgogne, 2020, p. 22).

- ***Journalists***

There are many medias specialized in wine or gastronomy such as magazines and websites. Those medias are extremely important because they are aimed at professionals and connoisseurs, which are the core targets of the Bourgogne Wine Board. They are a great way to increase awareness about Bourgogne Wines and to put in the spotlight some appellations and vintages which are less known abroad. When possible, journalists often come to the Chablis and Bourgogne wine region in order to meet with the winemakers and taste the vintages. Moreover, the BIVB gives a great effort into keeping this strong relationship with the journalists especially thanks to the press area of the two BIVB websites¹³ which offers a great number of press releases, financial information or vintages information daily updated. In total in 2019/2020, 263 foreign journalists were reached by the BIVB (such as tasting, press trips, events), excluding spontaneous requests made directly by the journalists (such as interviews and reports) (Bureau Interprofessionnel des Vins de Bourgogne, 2019, p. 20).

¹¹ “In the world of winegrowing, the terroir covers all the natural elements (geographical, geological, pedological, vegetal, climatic, etc.) which, when combined with human influence result in a product that is typical, specific to an area and impossible to produce anywhere else” (Bureau Interprofessionnel des Vins de Bourgogne, 2020)

¹² <https://www.grands-jours-bourgogne.com>

¹³ <https://www.chablis-wines.com/header/press-area/releases/all-releases,3185,14334.html?> and <https://www.bourgogne-wines.com/press/press-room,2333,9342.html?>

2.3.2 Evolution of export markets

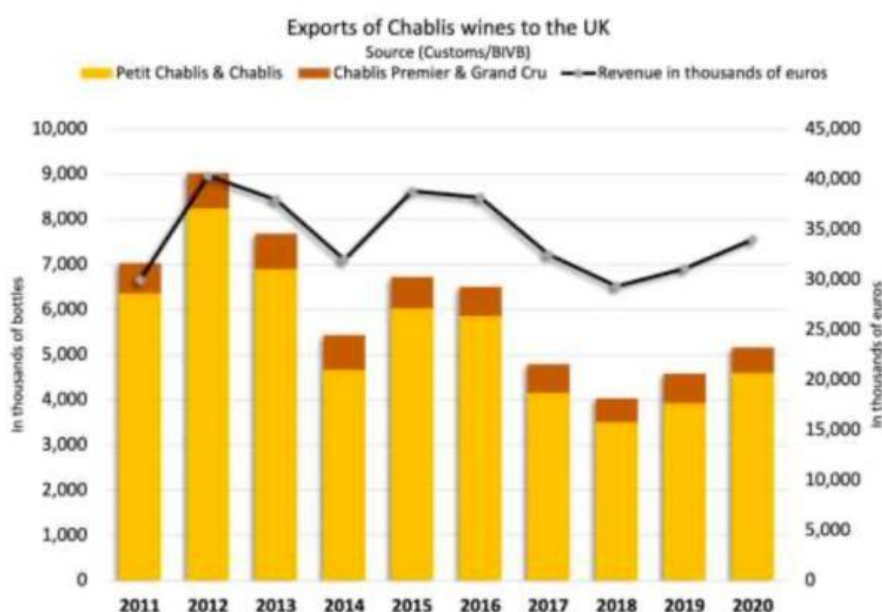
Export markets are important for Chablis Wines as they represent 65% of the sales (Bureau Interprofessionnel des Vins de Bourgogne, 2019). The following section focuses on the top 3 export markets and on one emerging market. These analyses are precious as they help understand the different behaviors of the Chablis Wines consumers according to their culture and country.

- ***The United-Kingdom***

Historically, the United-Kingdom (UK) has always been known for being a great consumer of alcohol beverages. If beer can be described as the totem beverage of the UK, wine became time after time, one of the favorites across the Channel: the wine market is the second market of alcohol beverages in the UK after the beer market and before the spirit market (Tentchev & Abellan, 2011).

Bourgogne wines have consistently been liked by the Brits, especially white wine which represents 83% of the exportations of Bourgogne Wines in 2020. This trend is a godsend for Chablis Wines which are 100% white wines: the UK is the first market in terms of volume and in terms of revenue for Chablis Wines which respectively increased from 13% and 9% in 2020 compared to 2019 (Bureau Interprofessionnel des Vins de Bourgogne, 2020).

Figure 11 - Exports of Chablis wines to the UK from 2011 to 2020



Source: Bureau Interprofessionnel des Vins de Bourgogne (2020)

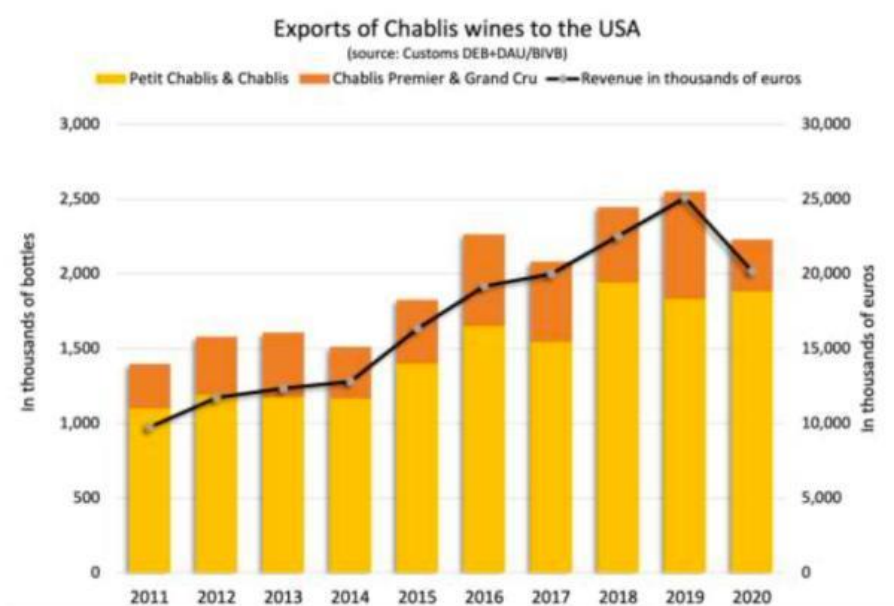
Figure 11 represents the evolution of the exportations of Chablis Wines to the United-Kingdom from 2011 to 2020. The decrease in volumes in 2014, 2017 and 2018 can be explained by the poor harvest of the preceding years (this statement also applies for the analysis of Chablis Wines exportations to the United States of America, Japan and China). Moreover, the Brits seem to prefer *Petit Chablis* and *Chablis*, which are the two easiest appellations to understand and the more affordable ones. This goes with the trend of their wine consumption: more than 60% of the consumption of wine in the UK is at home, and an increasing number of young adults have white wine for pre-dinner drinks (AD'OCC, Royaume Uni : La consommation de vin, 2021).

This market still has a bright future: the Brexit did not have an impact on the UK export market for Chablis Wines; on the contrary. Because wine professional retailers feared to have a no-deal Brexit, they increased their purchases of Chablis wines in 2020 in order to have stock (Bureau Interprofessionnel des Vins de Bourgogne, 2020). Moreover, the COVID.19 crisis and the various lockdowns did not affect the sales in the UK as the purchases of wine in supermarkets and retailers increased considerably and the consumers remained loyal to the wines that they know and appreciate such as Chablis Wines.

- *The United States of America*

The consumption of wine in the United States of America (USA) has been going strong for many decades, becoming the leader country of wine consumption in volume and accounting for 14% of the world’s consumption in 2020 (Organisation Internationale de la Vigne et du Vin, 2021).

Figure 12 - Exports of Chablis Wines to the USA from 2011 to 2020



Source: Bureau Interprofessionnel des Vins de Bourgogne (2021)

Figure 12 shows the constant increase of the exportation of Chablis Wines to the USA. This evolution can be justified by the changes of the population old enough to drink alcohol beverages over the last two decades: the arrival of millennials. Wine became more accessible which changed the modes of consumption: the millennials prefer to drink wine at home or for pre-dinner drinks. Moreover, women seem to drink more wine than men in the US and prefer white wines or rosé compared to red wine, an opportunity for Chablis Wines (AD'OCC, 2021). The decrease on exportations in 2020 is following the *Trump Tax* (as seen in Chapter 2, 2.2, 2.2.2), which added a 25% tax on French wine importations to the USA, and the COVID.19 crisis.

The constant evolution over the last decade of Chablis Wines exportations to the USA should keep increasing in the future, especially with the new president of the USA, Joe

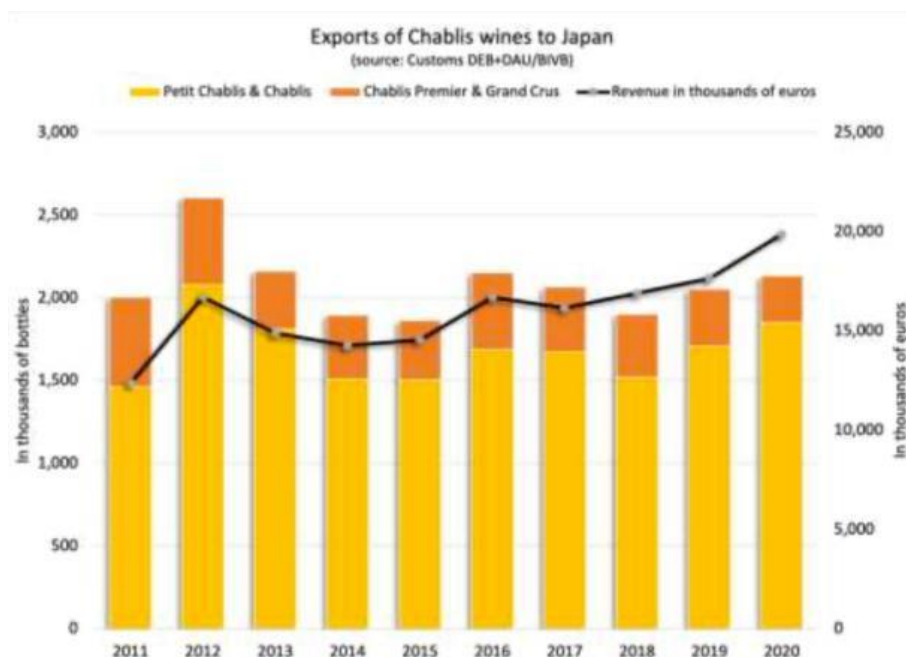
Biden: he should ease the trading with French wines after the *Trump Tax*. The country is in the right path to remain the second export market in value and in volume for Chablis Wines (Bureau Interprofessionnel des Vins de Bourgogne, 2021).

- **Japan**

Japan is known to be a beer and spirits consumer, and is internationally famous for its national alcohol, sake. However, Japanese know how to appreciate wine, either red or white. They are not heavy wine drinkers but the whole population knows how to enjoy wine (AD'OCC, 2021).

Figure 13 shows the evolution of exportation to Japan for Chablis Wines over the last decade. The market has been steady as Japanese value Bourgogne Wines and Chablis Wines in particular. Indeed, Chablis Wines are known to go perfectly with the Japanese cuisine mainly made from fish: the minerality and terroirs of Chablis Wines have the reputation to make perfect food and wine pairing with the Japanese fish dishes, which explains the emotional attachment to Chablis Wines in Japan. In fact, Chablis Wines represent 50% of all the exportations of Bourgogne white wines in Japan (Bureau Interprofessionnel des Vins de Bourgogne, 2021).

Figure 13 - Exports of Chablis Wines to Japan from 2011 to 2020



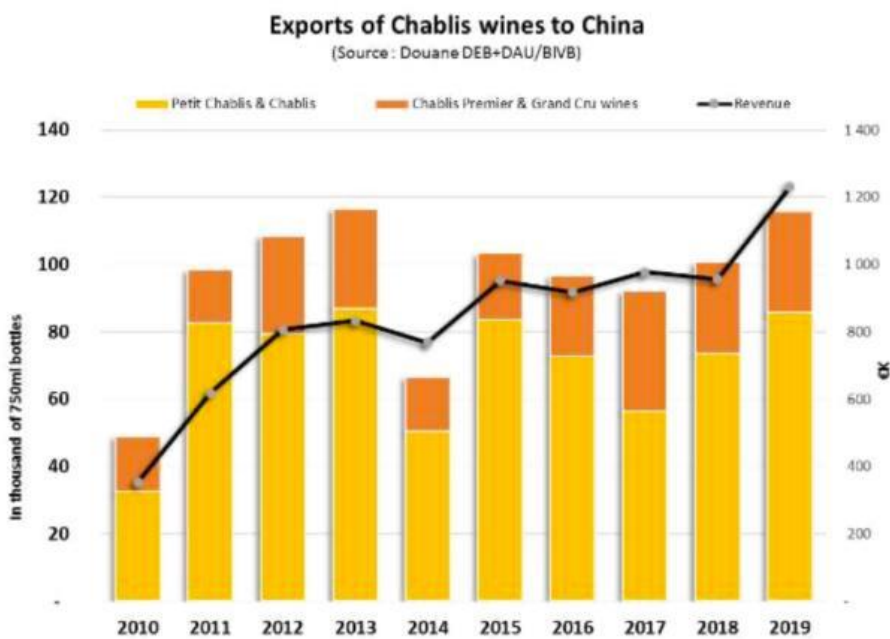
Source: Bureau Interprofessionnel des Vins de Bourgogne (2021)

If it is difficult to predict an important increase of exportation to Japan in the next years, Chablis Wines will have a great future in the Japanese archipelago, as they are well anchored in the cuisine and tastes of the Japanese. Currently, they rank in third place in terms of volume and value for Chablis Wines’ export markets (Bureau Interprofessionnel des Vins de Bourgogne, 2021).

- **China**

China’s wide economic development in the last few decades had a huge impact on its wine consumption. In 2013, Muhammad et al. wrote that “education and income growth coupled with an overall change in consumer behaviour, growing health awareness and an increasing demand for a modern lifestyle suggest a persistent change in Chinese wine demand over the last decade” (p. 393). The numbers seem to confirm this new trend: the importations of wine in China increased from 286 million liters in 2010 to 679 million liters in 2018, with an average annual growth rate of 11.4% (China Customs Statistics, *as cited in* Liu & Song, 2021, p. 1).

Figure 14 - Exports of Chablis Wines to China from 2010 to 2019



Source: Bureau Interprofessionnel des Vins de Bourgogne (2020)

Figure 14 represents the exportations of Chablis Wines to China from 2010 to 2019: the volume of bottles exported to China is inferior to those of secured markets such as the UK or Japan, however it can be noted that there was a huge increase in the space of ten years, where the number of exportations more than doubled, which corresponds with the changes in behaviors in China.

If the Chinese have an important preference for red wine, which represented 72% of the wine consumption in China in 2020 (AD'OCC, 2021), there has been an increasing demand for white wine because of the female consumers who tend to prefer the lighter taste of white wine (Muhammad et al., 2013, pp. 395-396). This is a great opportunity for Chablis Wines to keep increasing the exports to China and conquer the whole country. Moreover, it can be noted that when compared to the other export markets, Chinese people tend to prefer *Chablis 1er Cru* and *Chablis Grand Cru*, which are the most prestigious and expensive wines in the Chablis wine region. Muhammad et al. (2013) gave an explanation to this trend:

Chinese wine consumers are primarily interested in purchases that convey a level of prestige, status and respect, all of which are important components of Chinese culture. Consequently, quality wines, especially quality imported wines have become the choice of many high-end consumers [...] Bordeaux and Burgundy wines enjoy strong recognition among Chinese consumers, and high-end consumers demand first-growth French wines (p. 395).

The wine market in China has been going strong over the last decade due to the change of behavior from the Chinese and the increasing number of educated people in the country (Muhammad et al., 2013, p. 393). Chablis wines have everything to continue to expand in China, a country where the interest for internationally renowned white wines is growing every day.

3 The internship

The third chapter is divided in four parts and aims to explain in detail my internship at the *Bourgogne Wine Board* and my experience there.

The first part is about the organization of my internship, including my internship plan and the missions I had to carry out. The second and third parts focus on the activities I did during the internship, with the second dealing with the organization of an event named *Fête en Caves*, and the third with the communication activities on the professional organization's website and the international project *Enjoy! It's from Europe*. Finally, the last part is the company's and my personal analysis of the internship.

3.1 Aims of the internship

3.1.1 Aims and missions

The internship was initially planned from the 10th of February 2020 until the 31st of July 2020, but it changed due to the COVID.19 pandemic in Europe. France had a national lockdown where shops, schools, companies and everything that was not essential to the life of the nation had to close from the 17th of March 2020 until the 10th of May 2020. My internship was then suspended during the French national lockdown and extended until the end of October 2020. The internship occurred from the 10th of February 2020 to the 30th of October 2020, with a suspension period between the 17th of March 2020 and the 10th of May 2020 due to the national lockdown, and another suspension period between the 1st and the 16th of August, corresponding to the annual closure of the BIVB. The internship had a duration of 1,080 hours, that is to say, it lasted 28 weeks, with a weekly workload of 36 hours.

My missions evolved due to the COVID.19 pandemic and the extension of the internship duration. They were divided in three main fields of activities: marketing, communication and event-planning.

The aims of the internship for these three main fields of activities were to:

- Organize the annual event named *Fête des Vins de Chablis* in October 2020;
- Help with the marketing and communication of the *Enjoy! It's from Europe* project in China and Taiwan with our partners;

- Help with the recreation of the website in five languages: French, English, German, Chinese and Japanese;
- Write small articles in French and English for the website to inform the general public of upcoming activities and events;
- Write small articles in French and English for the website to keep journalists and professionals informed of upcoming events and news from the wine-producers;
- Keep the website up to date;
- Develop the Twitter and Instagram accounts of the Chablis-based BIVB;
- Organize the reception of journalists in Chablis and organize their meetings with the wine-producers;
- Help the team with their daily tasks such as preparing professional wine tastings.

3.1.2 Organization of the internship

The aims and missions of the internship were very diverse which means that there were always on-going projects, which is why the organization of the workdays was very important. I created to-do lists of the multiple tasks I had to achieve during the day, but also during the week on Monday mornings. It helped me to keep in mind the work I had to do and to focus on the priorities. The days were usually divided in two: I was working on one topic in the morning, and on another one in the afternoon. Due to the COVID.19 pandemic, the French government recommended, when possible, teleworking. From the 1st of September 2020 onward, I was teleworking on Monday afternoons with a laptop provided by the professional organization.

As we were a small team of only 5 people, we were always keeping in touch with everyone's work and helping one another when possible. A weekly meeting was generally held on Monday mornings to talk about the upcoming events and the meetings of that week. This helped us to know the tasks everyone had to do during the week. Moreover, I had regular meetings my supervisor regarding my tasks and the projects I was working on, usually once a week.

3.2 Event planning activity: *Fête en Caves*

The event planning activity was the biggest part of my internship from mid-July until the end of the internship, on the 31st of October. The notion of event planning can be described as followed:

Event planning is the process of managing a project such as a meeting, convention, tradeshow, ceremony [...] It includes budgeting, establishing timelines, selecting and reserving the event sites, acquiring permits, planning food, coordinating transportation, developing a theme, arranging for activities, selecting speakers and keynotes, arranging for equipment and facilities, managing risk, and developing contingency plans. (International Institute of Event Management, n.d.)

3.2.1 The original event and its adaptation

Fête en Caves, usually named *Fête des Vins de Chablis* (translated as *Chablis Wine Festival*) is a traditional and annual event that takes place in the village of Chablis every year on the fourth weekend of October. It is an event organized by the *Office du Chablis* (OC)¹⁴ in partnership with the *Bourgogne Wine Board*. It takes place in the streets of the village and aims to promote the four Chablis appellations to wine-lovers with free tastings and activities, such as the baptism of the new vintage and the induction of new members to the local brotherhood¹⁵. It is a big festive event, long-awaited by the wine-producers, its regular visitors, and the tourists from France and overseas. In 2019, for the 71st edition, over 5,000 visitors came to the event during the weekend.

Due to the global COVID.19 pandemic, the event for 2020 was uncertain until mid-July. On the 17th of July, a meeting with the OC and the members of the BIVB in charge of the project was conducted. It was decided that the event would take place, but it would be adapted to be compatible with the recommendations of the French government regarding the pandemic. It was important for the wine-producers to keep the link with Chablis wine-lovers and regular visitors of the event. Instead of taking place in the streets of the village, it was decided that it would be directly in the cellars of the wine producers and, therefore,

¹⁴ The *Office du Chablis* is an association, with an elected president and board members, composed of wine-producers from the Chablis wine region. They organize annual events to promote Chablis wines.

¹⁵ The mission of the local brotherhood, called *Les Piliers Chabliens*, is to promote Chablis wines in France and overseas.

the name was adapted to *Fête en Caves*¹⁶. As for the date, it remained on the fourth weekend of October, that is to say, on the 24th and 25th of October 2020.

3.2.2 The registrations of the participant wine-cellars

The registrations of the participants was a crucial part during the planning of this event because it showed the interest of the professionals in *Fête en Caves*. The previous years, as the event took place in the streets of the village, a fee of €50 was required to participate to finance it, but in 2020, there were no fees, and the registration was opened on the 31st of July and closed on the 5th of October.

To encourage people to participate in the event, an emailing campaign was set up and sent to the participants of the last two editions. Also, a small article was posted on the *BIVB Infos*¹⁷ to inform the winemakers of *Fête en Caves* and to give access to the registration form, which I had created. The participation was not limited to the Chablis appellations winemakers; all the winemakers of the Yonne French department could participate.

We were expecting around 40 wine-cellars to register for the event, but we ended up with 75 participants, which proved the desire of the wine producers to participate.

3.2.3 The visual identity

Visual identity is a key element in event planning. It helps to give the event visibility and therefore it needs to be eye-catching and memorable.

For the visual identity we worked with a local freelance graphic designer, the same one who created the visual identity for the 71st edition in 2019. We asked her to first do a poster, which was the main communication support for the event. For the graphic design,

¹⁶ *Fête en Caves* can be translated as *Cellar wine festival*.

¹⁷ The *BIVB Infos* is a weekly newsletter sent to all the winemakers of the Bourgogne wine region with news about the activities promoted by the BIVB, such as the upcoming events, or the upcoming wine tastings.

she was free to do what she wanted and let her imagination speak, but I gave her some guidelines for the content of the poster. It had to include:

- The name of the event: *Fête en Caves*;
- The edition of the event;
- The date and the time;
- The fact that it was free of charge;
- The partners' logos;
- The place of the event;
- The compulsory phrase "*L'abus d'alcool est dangereux pour la santé, à consommer avec modération.*"¹⁸

She did two posters with two different visual identities, but the president of the OC and the BIVB agreed on one. It was eye-catching, and it represented the event well, with the design of a cellar inside a wine glass. The colors were also different from what was done for the previous editions, and the general design itself appeared to be new and unique. After a few modifications and adaptations, the poster was ready to be published and seen by the professionals and general public (Appendix II).

The poster was adapted to other communication formats:

- Instagram post;
- Instagram story;
- Facebook banner;
- Twitter banner;
- Website banner;
- Bus stop ad;
- Flyer (Appendix III);
- Full-page promotion in the local newspaper.

3.2.4 Communication medium, campaigns and tools

Following the creation of the visual identity, several communication supports were created to promote the event to our defined targets. A communication campaign was

¹⁸ Excessive drinking is dangerous for the health; alcoholic beverages should be consumed in moderation.

conducted to inform the general public and the journalists of *Fête en Caves*. Also, communication tools were given to the participant wine cellars in order to promote the event and to have visibility on D-day.

3.2.4.1 Communication with the journalists

The communication targeting journalists is very important for an event because once journalists are informed, they are able to communicate to the general public via articles in the newspapers, the web or on the radio.

- ***Press release***

As soon as the decision to organize *Fête en Caves* was taken, I wrote a press release for the journalists. It was posted in French and in English, in the press area of the French and English Chablis websites (Chablis.fr¹⁹ and Chablis-wines.com²⁰). Also, an emailing campaign was done, and the press release was sent to a defined list composed of gastronomy and wine specialized journalists, the local and the regional press. In total, around 600 people received the email (Appendix IV).

- ***Press trip of the influencer Margot Ducancel: @rougeauxlevres***

Thanks to the press release and the coverage of the media, a wine influencer, Margot Ducancel, heard about the event and contacted us to take part in the *Fête en Caves*. She is an Instagram influencer named @rougeauxlevres²¹ with more than 24K followers and she also has her own wine-tasting club in Paris. We organized her stay in Chablis and also organized a program so she could discover the wine region and the event itself. She documented her visit in Chablis through her social media, made an Instagram post which received more than 1,300 likes, and offered us visibility on Instagram (Appendix V).

¹⁹ <https://www.chablis.fr/site-chablis/salle-de-presse/communiqués-de-presse/tous-les-communiqués,2830,11091.html>

²⁰ <https://www.chablis-wines.com/header/press-area/releases/all-releases,3185,14334.html>

²¹ <https://www.instagram.com/rougeauxlevres/>

3.2.4.2 Communication with the general public

The main target of the event was the general public, whether they are Chablis wine-lovers, connoisseurs or just curious people. As a consequence, a lot of the communication about the event was destined to the general public. Moreover, with the COVID.19 global pandemic, traveling between countries was highly inadvisable or, in some cases, even forbidden, which is why in 2020 in particular, our communication plan was focused on locals and French people in general.

- ***Website***

First, on the Chablis French and English website, the event was announced on the homepage: the permanent page was dedicated to the *Chablis Wine Festival*, and in the news section there was also a dedicated page. This page was updated daily, with the addition of participating wine cellars and new activities.

- ***Social media***

The event was promoted on the BIVB's social media networks, such as Facebook²², Twitter²³ and Instagram²⁴. The information was also transmitted via the social media networks of the Chablis based BIVB, that is to say, their Twitter²⁵ and Instagram²⁶ accounts. Social media networks were also quite used by the participant wine cellars to announce their own participation in the event. Special formats of the poster made for social media were of great value and well used.

- ***Flyers and bus stop ad***

Once the list of the participant was closed, we developed the flyer on which all the useful information for the event was noted. The flyer was in the format of a leaflet, with the

²² <https://www.facebook.com/VinsdeBourgogneofficiel/>

²³ <https://twitter.com/VinsdeBourgogne>

²⁴ <https://www.instagram.com/vinsdebourgogne/?hl=fr>

²⁵ <https://twitter.com/vinsdechablis>

²⁶ <https://www.instagram.com/vinsdechablis/?hl=fr>

poster on the front page, the program on the second page, the list of the participant cellars on the third page and, on the back cover, a map of the vineyard with the wine-producing village so that people could locate the wine cellars (Appendix III). The flyer, as well as the poster, was distributed among the tourist offices of the area, Chablis shops and the participating winemakers. Also, huge posters were printed to use on the bus stop billboards of Chablis.

- ***Local radio: France Bleu Auxerre***

The event was organized in partnership with the local radio named *France Bleu Auxerre*²⁷. In exchange for wine bottles and books about the Chablis wine region that were gifted to the radio listener, we had three interviews planned the week before the event to promote it. The speakers were Françoise ROURE, my supervisor at the BIVB, the president of the OC, Patrice VOCORET, as well as the vice-president of the Commission Chablis, Louis MOREAU. Those interviews gave *Fête en Caves* a wide visibility in the region.

- ***Local newspaper: L'Yonne Républicaine***

In the previous editions, a supplement about the BIVB, the OC and the Chablis Wine Festival was edited and printed out with the local newspaper *L'Yonne Républicaine*²⁸. However, as 2020 was different, with less activities, the OC, in concertation with the BIVB, decided not to pay for the supplement. Instead, a full page of promotion in the newspaper promoting *Fête en Caves* was printed the day before the event (Appendix VI). With the local newspaper, the information was reaching a different audience. As seen in Chapter 1, 1.1, 1.1.2, 1.1.2.3, the old media formats, such as print, are still favored by the older generations, who were not born during the digital era.

3.2.4.3 Communication with the professionals

²⁷ <https://www.francebleu.fr/auxerre>

²⁸ <https://www.lyonne.fr>

Communication with the professionals was also extremely important. By participating in the event, they put their trust on the OC and the BIVB, so it is our duty to stay in touch with them and give them all the information ensuring the event went well.

- ***BIVB Infos***

First of all, articles and information were published in the *BIVB Infos*, as mentioned previously. As a weekly newsletter dedicated to the professionals of the sector, it is a useful resource to reach the winemakers. Several articles were done to invite the winemakers to participate to the event. After, a final article evaluating the event was published (Appendix VII).

- ***Emailing updates***

A lot of emailing was done during the preparation of “*Fête en Caves*”. It was mainly to inform the participants of the evolutions of the event due to the COVID.19 pandemic and to give them the communication tools they could use in their social media networks. Keeping the link with the participants was extremely important to win and keep their trust so they will want to participate in future events organized by the OC and the BIVB.

- ***Communication kit***

A communication kit was made for the participating cellars. In the kit, there was: 18 wine glasses as gifts to the visitors, 2 posters, a handful of flyers, blue and yellow balloons and 3 signs (indications) to facilitate the visit of the visitors and to showcase the wine cellars. This kit was valuable for the winemakers because it helped them achieve better visibility before and during the event.

3.2.5 Financing

Financing an event is a complex task. The income and the expenses must be managed well in order to balance the revenue and the expenses.

The full event was financed by the OC. In addition to the partnership with the local radio for the promotion of the event and the interviews, we had one with the *Credit Agricole*²⁹ as well, which enabled us to print the posters and the flyers for free. We had no expenses for it, they just asked, in exchange, to have some visibility in the event.

The *Commission Chablis* from the BIVB allocated a grant of €3,235.04 for the event. Usually, there are other sources of income, but as 2020 was special, with the global situation and the adaptation of the event, the grant was the only income for the event.

The expenses were divided in four domains: the glasses, the time, the wine and the communication. In the end, a total of €4,986.04 was spent for the event, for a total cost of €1,751 for the OC (Table 4).

Table 4 - Budget Fête en Caves 2020

INCOME		
GRANT	Commission Chablis	3235,04 €
TOTAL		3235,04 €

EXPENSES		
COMMUNICATION	Signs	600 €
	Posters for bus stop	150 €
	Balloons	241,90 €
	Local newspaper <i>L'Yonne Républicaine</i>	1240 €
	Graphist	920 €
	Local Radio <i>France Bleu Auxerre</i>	0 €
	Flyers and Posters	0 €
WINES GLASSES AND PRODUCTS	Wine glasses	1 071 €
	Bags for communication kits	53,14 €
WINES	Wines for partnership with <i>France Bleu Auxerre</i>	180 €
	Books for partnership with <i>France Bleu Auxerre</i>	30 €
TIME	Time on the project	500 €
TOTAL		4986,04 €

Source: own

²⁹ A French bank.

3.2.6 Media coverage of the event

The media coverage of an event is a great indication of the efficiency of the communication made before and during the event. There was an extensive media coverage on social media, especially due to the participating winemakers who used our communication tools before and during *Fête en Caves* in order to encourage their followers to participate. There were 44 posts on Instagram (this does not include the stories), 29 on Twitter and 15 on Facebook. In total, more than 4,600 people reacted to these by liking or sharing the post.

In terms of the press, there was also a significant coverage. In the local newspaper *L'Yonne Républicaine*, there were 13 articles in total and 5 interviews in the local radio "*France Bleu Auxerre*". Those are the two most accessed media sources (radio and newspaper) in the region. Moreover, there were also articles in the regional and national specialized press. In the end, in total there was more than 30 articles or interviews in the press regarding the event.

3.2.7 Feedback from the participant and analysis

In event planning it is essential to have feedback from the participants. It enables the organizing committee to improve the editions that are scheduled to follow, to know if the communication tools were effective and to know the number of visitors.

The evaluation form was sent right after the event to the 75-participating wine cellars. The form was filled by 62 participating wine producers. The questions asked were about the communication tools, the number of visitors and the event itself:

- 82% declared to have used the communication tools for their own social media networks and to have used the communication kit. They gave an average rating of 4/5 for the communication;
- 3,594 visitors were counted over the weekend. However, some visitors might have visited several wine cellars, which could decrease the number of unique visitors;
- The global average rating of the event was 7/10.

The event *Fête en Caves* was an adaptation of the traditional Chablis Wine Festival due to the COVID.19 pandemic. Holding the event was uncertain until the last possible minute

because of the constantly changing restrictions announced by the French government. The OC and the BIVB were eager to propose this event to the public and to the wine producers in order to keep the link with the Chablis wine-lovers. It was the first edition of the festival under this format and therefore, there is room for improvement for the next edition. Also, due to the global context, almost all of the visitors were French. In general, and given the sanitary context of the moment, the event was a success and the visitors, the producers and the organization committee were happy with the outcome.

3.3 Marketing and communication activities

As seen in Chapter 1, marketing and communication are essential to the well-functioning of any businesses, including NPOs. Both of these activities were an integrant part of my internship, and they were conducted in French and in English, depending on the mission.

3.3.1 Working on the website

As seen in Chapter 1, the development of new technologies as had a great impact on the communication mediums, and as a consequence there was an emergence of digital communication. Nowadays, websites are one of the most important marketing tools and they have even become indispensable. According to Liu and Arnett (as cited in Flavián, Gurrea, & Orús, 2009), a succesful website is “one that attracts customers, makes them feel the site is trustworthy, dependable, and reliable and generates customer satisfaction” (p. 3).

3.3.1.1 Recreating the website

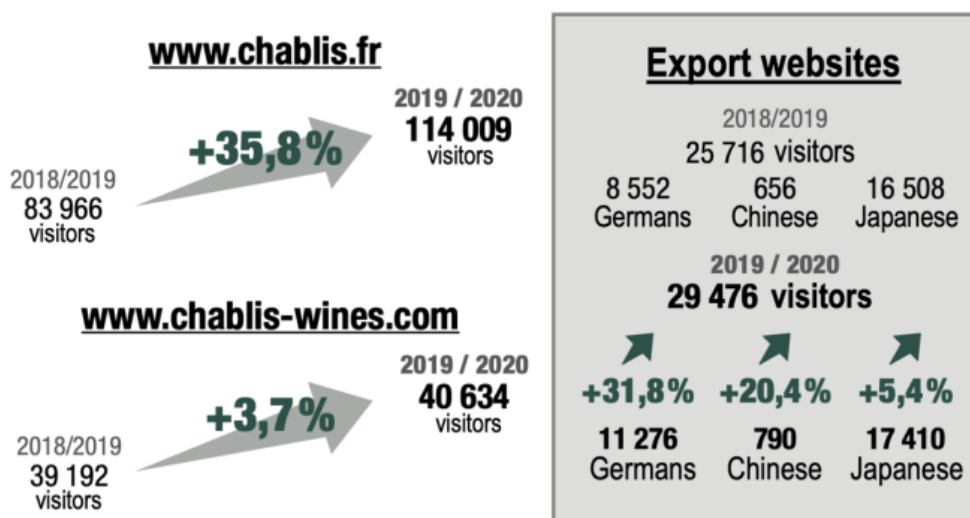
Having a well-managed and well-presented website is essential to improve the visibility of a company or an organization on internet. The website of the Chablis-based BIVB was lacking modernism, was not easy to use and did not provide a great customer experience, which is why it was decided to recreate the website. It was outsourced to an external company; however, a lot of work was still needed to have an accessible and well-presented website.

First of all, once the website was delivered by the company, my superior and I had to check if everything was in accordance with the contract and what had been asked of them. Some minor changes and adjustments were needed, but overall, the website was as asked.

Once the validation phase was done, one of my tasks was to work on the back-office of the website (Appendix VIII). The aim was to update the photographs, to add text or to rework the syntax and the structure of the texts. It was a long job as every single page of the website had to be redone. Moreover, this had to be done on the 5 websites³⁰ so that every single one of them had the same layout. In terms of contents, the 5 websites have the same general information about Chablis Wines, except the section with the recipes which is adapted to the culture and the tastes of the population.

Working with the website was rewarding because the number of visitors soared significantly during this period (Figure 15), with an increase of 35.8% visits on the French website.³¹

Figure 15 - Evolution of visitors on the different websites



Source: (Bureau Interprofessionnel des Vins de Bourgogne, 2020)

3.3.1.2 Writing of short news articles

³⁰ The Chablis website is available in five languages: French, English, German, Chinese and Japanese.

³¹ Numbers extracted from the BIVB's annual report.

The Chablis website contains a lot of general and specific information about Chablis wines, but one section of the website is dedicated to the news. It is divided in two, with one part for the general public, and one for journalists. The content available of each section is adapted to the target audience.

- ***For the general public***

One section of the Chablis website is for posting news for the general public³². This part helps to give visibility to upcoming events, and to inform about the vintage or the vines. It is extremely important to keep the public up to date with the Chablis wine region and to strengthen the link with the Chablis wine lovers. I wrote several articles for the news part of the website, in French and in English. While writing the articles, it was important to keep in mind the target group and to write clear information with the minimum details (Appendix IX). Some of the news articles were also sometimes translated in German, Chinese and Japanese, but it was not automatic: no-one in the professional organization had the knowledge to translate the articles into one of those three languages. It was possible to give the articles to a translator, but it was not convenient as several articles were written within a week. Moreover, it is not seen really pertinent to translate every news article as the German, Chinese and Japanese website do not attract that many visitors.

- ***For the press***

Another part of the Chablis website is dedicated to the press³³. The information found in this section is more detailed and technical, with, for example, the characteristics of the different vintages, the Chablis press kit or economic reports. There is also a subsection dedicated to the upcoming events to inform the journalists in order to encourage them to participate and write articles about them. It is another target group, which is not looking for the same type of information as the general public. There is also a part with news from

³² <https://www.chablis-wines.com/news/news/list-of-news,3184,14332.html?>

³³ <https://www.chablis-wines.com/header/press-area/releases/all-releases,3185,14334.html?>

the winemakers, such as the development of a new range or the conversion of a wine producer to organic viticulture (Appendix X).

3.3.2 *Enjoy! it's from Europe* program in China and Taiwan

3.3.2.1 Project

In 2014, the European Union adopted a new reform in order to promote European agricultural products. This set of new measures was part of a massive global promotional and informative program of EU agricultural products. As part of this reform, a substantial budget was allocated to a program under the name of *Enjoy! It's from Europe*. This particular program was created in 2016 in order “to help EU operators to break into international markets and raise awareness among consumers, in EU and non-EU countries, of European farmers’ efforts to provide quality products, based on a strategy established at EU level” (European Commission, 2021). Any organization whose role is to promote a European agricultural product which has a European quality label is allowed to present a project to this program and to be financed by the European Union.

Chablis Wines, Marennes Oléron Oysters (HMO)³⁴ and Charentes-Poitou Butter (BCP)³⁵ decided to join forces and to put together an application. The three entities have a European quality label: both Chablis Wines and BCP have *Appellation d’Origine Contrôlée (AOC)*, while HMO has *Indication Géographique Protégée (IGP)*. Chablis Wines and HMO already had the opportunity to work together on several projects, but this was the first time that the three organizations collaborated in a project. However, this collaboration does not come out of nowhere; the three products have a unique symbiosis and work perfectly well together. This collaboration seemed like a great opportunity for all three organizations.

The objective of the main project is to increase consumer awareness of the three products in China and Taiwan and comprises three years: from 2020 to 2023. The total campaign budget is €887.400 and includes a contribution from the European Union in the amount of €709.920. The expected result at the end of the program is an increase in the

³⁴ <https://www.huitresmarennesoleron.info/UK-accueil.html>

³⁵ <https://www.aop-beurre-charentes-poitou.fr>

exportations of wine, oysters and butter of 15% for mainland China and 20% to 25% for Taiwan (European Commission, n.d.).

3.3.2.2 Targets and visual identity

The three main target groups for this project are trade operators, on-trader retailers and food influencers, which means that the communication focuses on the B2B market. These target groups will be reached via trade fairs, seminars, ambassador trips or through content created for the occasion such as an informative booklet. As for the B2C market, an e-learning platform will be created to learn more about Chablis Wines, HMO and BCP, and this market will be reached through the ambassadors and influencers.

The visual identity is extremely important in this case in particular as the aim is to introduce to a foreign market three typical French products which they do not usually see or eat often in their country. After several propositions, it was jointly approved by HMO, BCP and the BIVB to have a simple and refined poster, with a black background and the three products presented with their photos. Indeed, black is seen as sophisticated, formal and elegant (Smith, n.d.). In this way, it represents the French art of living and the French gastronomy as for Chinese people, France is all about elegance, and it highlights the three products. The team based in China and working on the project also approved of the poster and admitted it was in cohesion with the dominant culture of the country. The poster was designed in English, Mandarin and Taiwanese with the name of the products translated into these languages. Moreover, the logos of the European quality labels were put next to the products' names to emphasize the quality of the products (Appendix XI).

3.3.2.3 E-learning platform and booklet

The original timeline of the project had to be changed due to the COVID.19 pandemic. As every trade fair and most of the seminars planned were canceled, the focus in 2020 was put on the e-learning platform and the booklet.

One of the cultural differences between Chinese and Taiwanese people and French people can be seen in their use of social media networks. In fact, they do not have the same ones as Europeans such as Facebook, Twitter or Instagram, but they use a social media network called WeChat, which is very popular in China and Taiwan. As part of the program, it

was decided by the three parties that an e-learning platform on this social media would be useful to present the products and the food and wine pairings. In this case, the e-learning platform is very similar, in its form, to a webpage. The aim of the platform is to increase awareness (similar to learning), to show the French quality and know-how, but also to propose food and wine pairings in order to link the products together. I was in charge of writing part of the texts presented on the platform and the focus was on three main topics regarding the products: their history, the French know-how and the tasting. The texts were written in French in order to be translated into Chinese and Taiwanese afterwards.

After the e-learning platform was created, the booklet was created: it contains the same information and the same structure. It was developed to give to Chinese journalists or wine professionals during seminars, fairs or workshops (Appendix XII).

3.3.3 Organization of press trips in Chablis

Press trips are an excellent way in influence marketing to promote a product or a business. They are even more important in the expansion of a traditional product which is directly linked to the territory: it helps to understand how the wine, in this case, is created and what gives it its characteristics.

Due to the COVID.19 pandemic, press trips in Chablis were not as frequent as usual. During my internship, only one journalist came to Chablis via the BIVB in June 2020 and I was in charge of organizing his stay. He was a German journalist for a well-known wine magazine named *Weinwisser*. He gave me a list of winemakers he wanted to meet, as well as the kind of wines he wanted to taste. I contacted the winemakers and organized his schedule the best way possible so he could have the time to meet all the winemakers. I also had to organize his stay in a hotel in Chablis (Appendix XIII). His trip was really important for the winemakers because, at the end of his stay, he wrote an article focusing on Chablis wine in the German magazine³⁶.

³⁶ https://www.weinwisser.org/wp-content/uploads/w/w/ww_2020-011.pdf

3.4 Analysis of the internship

3.4.1 Company assessment

At the time of my arrival in the professional organization, the workload was important because new projects were scheduled for the weeks that were to come such as the beginning of the *Enjoy! It's from Europe* program and the recreation of the website. Because of this, my presence in the professional organization was long-awaited to relieve the team of some work so they could focus on their own ongoing and future projects.

At the end of the internship, a meeting with my supervisor, Françoise ROURE, allowed us to draw up a report on my work at the BIVB. It was concluded that all my missions (as developed in Chapter 3, 1.1, 1.1.1) were fully achieved, except for one. Indeed, after some reflection, it was decided that the management of the Instagram and Twitter accounts would be given to a freelance community manager. To be efficient, social media networks demand a lot of attention and a constant presence, which the team could not handle long-term.

My presence helped the professional organization to:

- Develop a new foreign project
- Create new communication content
- Adapt a COVID.19 friendly version of the event *Fête des Vins de Chablis*
- Optimize the new Chablis website
- Develop the “news” section of the website

Furthermore, having an external perspective was a huge aid for the team, especially for the website and for the B2C communication in general. Due to my lack knowledge of Chablis Wines at the beginning of my internship, I was able to give a point of view from a novice who was eager to learn more. This was especially relevant during the recreation of the website and the writing of news articles. Since all the information on the website is to provide a better knowledge about the Chablis wine region and to understand the know-how of the winemakers, I was able to make the different sections of the website more readable and understandable for the general public. Moreover, my intercultural skills were a great tool for the team: I could advise my colleagues in their everyday

projects whenever they had doubts about being clear and understandable on the export markets.

The global COVID.19 pandemic had a massive impact on the BIVB's work and the projected timetable. Every professional event planned in France or overseas had to be postponed or cancelled. At the end of the lockdown, each member of the team had to deal with the aftermath and could not focus on other important projects such as the recreation of the website or the Chablis Wine Festival. My presence at this time was appreciated by my colleagues as my internship was extended so I could be in charge of the *72^{ème} Fête des Vins de Chablis*.

3.4.2 Personal assessment

From my personal perspective, this internship was extremely interesting and rewarding. The tasks were diverse, and the days were never the same, which made this experience exciting and full of surprises. The team was incredibly kind and patient with me as I discovered the professional organization and this new industry, which helped me to quickly understand my tasks and be happy in my internship.

This experience allowed me to understand a new work organization as it was my first time working in a non-profit professional organization. Moreover, it made me learn more about the wine industry in general and more particularly about Chablis wines. It also gave me the opportunity to discover a new area of work. I already had done an internship in communication at the end of my first year of my master's degree, however, it was my first experience in event-planning. Even if planning an event was not an easy and relaxing task, especially during the COVID.19 crisis, I enjoyed every part of the process, from the stress of the preparation to the pride on the day of the event. In the future, I would like to have other experiences in this field.

The knowledge I gained in the course of my higher education, and more importantly during my master's degree, was precious and influenced my internship. I was able to use my skills in English: it has become almost compulsory to speak English in our globalized world, and I am glad that my two years of master's courses in English were of a great use for me to master the language. My different classes at Artois University and at ISCAP helped me understand specific and useful tools which I was able to put into practice during

my internship and in this report such as the SWOT and PESTLE analysis. While being in an organization which works on export markets around the world, it is essential to understand the different cultures and to know how to interact with them. Understanding interculturality around the world was an integrant part of my master's degree, and it helped me to respect the different cultures during my internship. Moreover, doing my second year of master's degree in Portugal, in a country I had never been to before, helped me perceive this idea of interculturality even more.

The whole experience at the *Bureau Interprofessionnel des Vins de Bourgogne* was extremely rewarding both from a personal and professional point of view. I am grateful to have had this opportunity.

This report, in its entirety, aimed to present the internship performed at the *Bureau Inteprofessionel des Vins de Bourgogne* and the different missions carried out, in link with the master's degree in Intercultural Studies for Business proposed at ISCAP and *Université d'Artois*.

This work incorporates a mix of knowledge, research as well as professional experience. The Master's program and its essential courses such as Culture for Business, Marketing, International commerce or Management proved to be valuable in the good execution of the internship. The knowledge acquired throughout the degree made the integration in the host institution easier and helped in the success of the missions carried out. The intensive research made during the internship offered a better understanding of the key notions encountered during this whole experience and adds a theoretical framework to this report. The knowledge and research were both a true asset through this whole new professional experience.

The key concepts developed in this report are marketing, communication, culture and interculturality. Marketing is an essential tool in the development of businesses and organizations in their home country and abroad. Indeed, the notion of marketing became even more important with the increase of competitiveness on the markets: great marketing strategies will help the said business or organization to stand out. As explained in Chapter 1, a great knowledge of this concept is therefore needed in order to put into place an effective marketing strategy, even for non-profit organizations.

Another important topic addressed in this work is communication. Communication between people have been happening since the beginning of civilization, however, the means of communication evolved with time. In the business world, it is necessary to communicate to have professional and social exchanges or to do business transactions, and theories emerged in order to have effective communication. Globalization and the development of new technologies had a great impact on the mediums of communication and imposes to the businesses and organizations to constantly adapt their strategies: communication changed a lot between the 20th and the 21st century. This also implies a thorough analysis of the communication targets as they will not have the same reaction to different communication mediums and strategies.

Culture and cultural diversity have also had their great impact on the marketing and communication strategies in the business world. Culture shapes the minds and behaviors

of the consumers which is why the different dimensions of one's culture must be understood to simplify social interactions and facilitate business transactions. When two or more cultures meet, the term interculturality can be used. The term intercultural communication emerged following interculturality because of the ever-increasing intercultural exchanges whichever they are personal or professional. In fact, due to globalization, interculturality and intercultural communication are present in our everyday life as more and more cultures interact together. Having great intercultural competences is necessary in intercultural communication because it allows respectful social exchanges. Also, as seen in Chapter 1, models of communication management have been developed in order to have a better understanding of one's culture and behavior.

Interculturality was an integrant part of this internship experience at the *Bureau Interprofessionnel des Vins de Bourgogne*. Indeed, intercultural communication was happening every day following the strategies of internationalization of the professional organization. Intercultural knowledge and competences were valuable as the relation between the people and wine is not the same according to the cultures. As seen in Chapter 2 and 3, conquering emerging export markets such as China is a goal of Chablis wines: export markets represent two thirds of the sales. The communication and promotion on new markets require a certain number of intercultural competences in order to understand the behaviors and the expectations of the potential new consumers. Marketing and communication must be adapted to the new culture and to the new market: it is vital to understand the intercultural stakes.

In conclusion, it can be said that the internship was extremely rewarding and allowed the use of precious knowledge learned during the master's degree in Intercultural Studies for Business performed at ISCAP and *Université d'Artois*. The tasks were diverse and interesting, and I discovered event-planning which I enjoyed very much and hope to discover more in the near future. The different missions were all successfully accomplished, and I was able to develop new skills and to discover a new sector: the wine industry. Overall, this all experience resulted in personal and professional growth.

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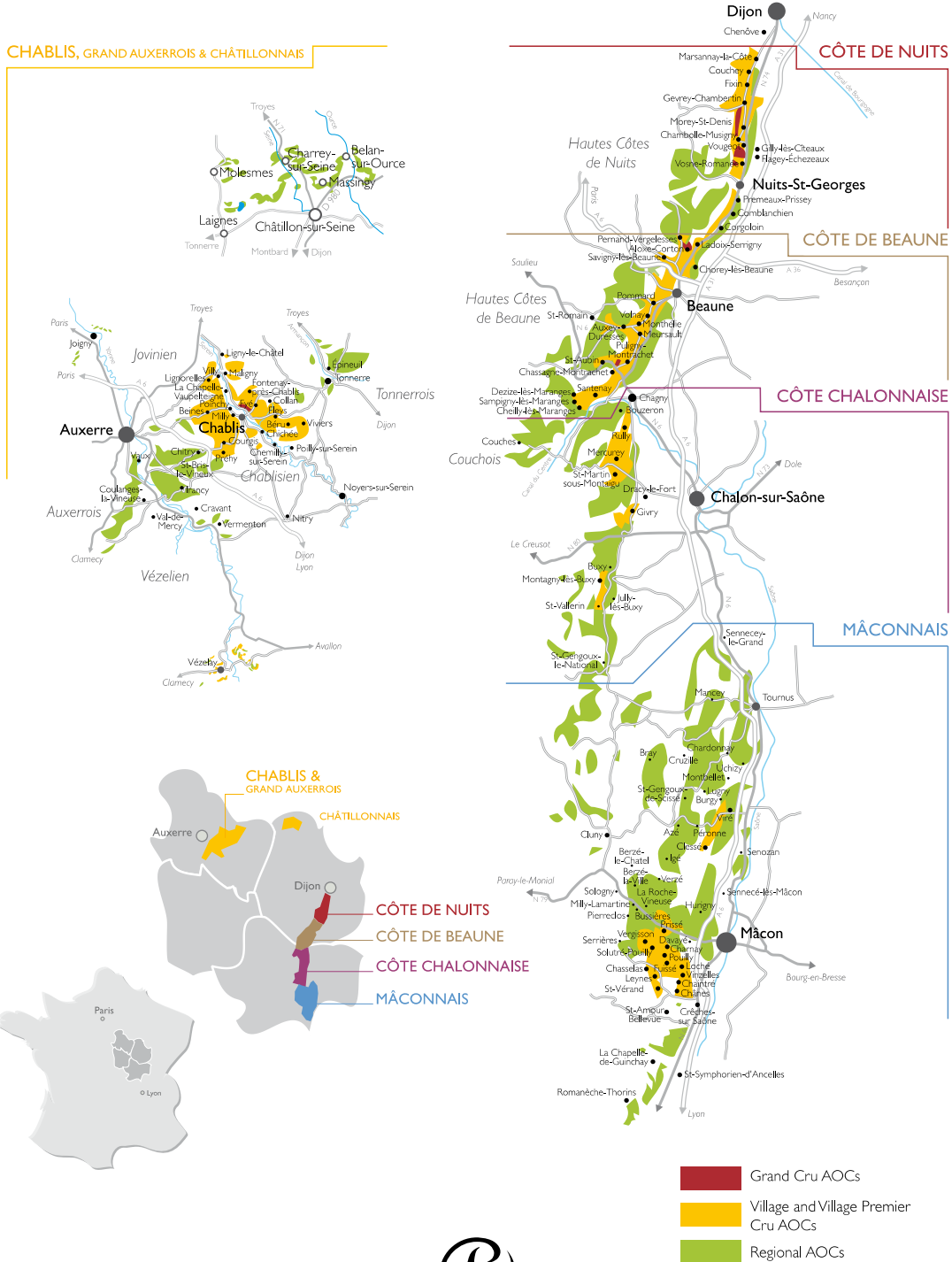
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Appendix I – Map of Bourgogne and its wine-producing regions

Bourgogne and its five wine-producing regions



B
VINS DE
BOURGOGNE

www.esprit-archibald.com • 2019 December Edition • Printed with vegetable-based inks on paper produced from 60% recycled fibres from sustainably-managed forests, by an **www.ever** printer

Appendix II – Poster of *Fête en Caves*

DÉGUSTATIONS & ANIMATIONS
DANS LES VIGNOBLES
DE CHABLIS ET DU GRAND AUXÉROIS

24
25
OCT
2020

GRATUIT
10H
-
18H



 **BOURGOGNE**
Bureau Interprofessionnel
des Vins de Bourgogne

 **OFFICE DU
CHABLIS**

CHABLIS

 **vignobles &
découvertes**

 **CHAMPAGNE
BOURGOGNE**

INFOS : 03 86 42 42 22
bivb.chablis@bivb.com
www.chablis.fr

L'ABUS D'ALCOOL EST DANGEREUX POUR LA SANTÉ. À CONSOMMER AVEC MODÉRATION.

Illustration & graphisme : Camille Vézaret ©

Appendix III – Flyer of *Fête en Caves*

**DÉGUSTATIONS & ANIMATIONS
DANS LES VIGNOBLES
DE CHABLIS ET DU GRAND AUXÉROIS**

**24
25
OCT
2020**

**GRATUIT
10H
18H**



INFOS: 03 86 42 42 22
bibv.chablis@bibv.com
www.chablis.fr



LABUS D'ALCOOL EST DANGEREUX POUR LA SANTÉ. À CONSOMMER AVEC MODÉRATION.

**PARTEZ À LA DÉCOUVERTE DES VIGNOBLES
DU CHABLISIEN ET DU GRAND AUXÉROIS**



Villages en noir: villages
avec des Maisons et Domaines
participants à Fête en Caves

maisons des vins

Ne pas jeter sur la voie publique Illustration & graphisme : Candice Vocoret

LES CAVES DU VIGNOBLE DE CHABLIS ET DU GRAND AUXERROIS VOUS OUVRENT LEURS PORTES LES 24 ET 25 OCTOBRE 2020



AU PROGRAMME :

Samedi 24 octobre

- **10h-18h :** Dégustations gratuites et animations dans les caveaux participants

Dimanche 25 octobre

- **8h30-14h :** Marché Bourguignon de Chablis
- **9h30 :** Batade à la découverte du vignoble, au départ de la Mairie de Chablis, située 1 Place Lafayette (boucle de 4,5km avec 6 départs prévus toutes les 15 minutes, dernier départ à 11h)
- **10h-18h :** Dégustations gratuites et animations dans les caveaux participants

Retrouvez la **liste des animations**

dans la rubrique « actualités » de notre site internet :

www.chablis.fr



MAISONS ET DOMAINES PARTICIPANTS

DANS LE CHABLISIEN

- **À Beine**
 - Domaine de la Côte de Fasse
 - Domaine Agnès et Didier Dauvissat
 - Domaine Alain Geoffroy
 - Domaine Louis Moreau
 - Domaine de la Motte

À Béru

- Domaine Pagnier

À Chablis

- Domaine Besson
- Domaine Camu Christophe
- Maison Camu Fils
- La Chablisienne
- Domaine Jean Collet et Fils
- Boutique Clotilde Davenne
- Domaine Delaloye
- William Fèvre
- Domaine Jean Jacquin et Fils
- Domaine Laroché
- Domaine Long-Depaquit
- Domaine des Malandes
- Boutique du Domaine de la Meulière
- Domaine Moutard
- Domaine de Perdrycourt
- Domaine Pinson

L&C Poltout

- Domaine Denis Race
- Maison Régnard
- Antoine et Laurent Robin
- Domaine Servin
- Maison Simonnet-Fabvre
- Domaine Vocoret et Fils
- Domaine Vincent Wengler

À Chemilly-sur-Serein

- Domaine de Chauda Ecuelle
- Domaine de la Perrière

À Courgis

- Domaine Tixier

À Fleys

- Domaine du Château de Fleys
- Domaine Gautheron
- Alain et Cyril
- Corinne et Jean-Pierre Grosot

À Fontenay-près-Chablis

- Domaine du Colombier

À La-Chapelle-Vaupetteigne

- Domaine Chartermier
- Domaine Philippon Frères

À Lignorettes

- Domaine Beaufumé
- Domaines Courtault et Michelet
- Domaine de la Tour

À Maligny

- Domaine Jolly et Fils
- Domaine Yvon
- Laurent Vocoret

À Milly

- Domaine Coulaudin-Bussy
- Domaine Jean Dauvissat Père et Fils

À Niry

- Domaine Boussard

À Nogers-sur-Serein

- Domaine Carré

À Polinchy

- Isabelle et Denis Pommier

À Préhy

- Jean-Marc Brocard
- Domaine Clotilde Davenne
- Domaine Delaloye
- Domaine Céline
- et Frédéric Gueguen
- Domaine de Noëlle
- Domaine Camille
- et Laurent Schaller

À Saint-Cyr-lès-Colons

- Maison Henry

DANS L'AUXERROIS

À Chilly

- Domaine Christine, Elodie et Patrick Chalmeau
- Olivier Morfin

À Coulanges-la-Vineuse

- Domaine du Clos du Roi

À Irancy

- Domaine Colnot
- Domaine Ferrari

À Saint-Bris-le-Vineux

- Domaine Pierre-Louis
- et Jean-François Bersan
- Domaine Félix
- Domaine Pettitjean
- Domaine Verret

DANS LE TONNERROIS

À Bernoult

- Domaine Fourmillon

À Epineuil

- Domaine Alain Mathias
- Domaine de la Vallée

À Molosmes

- Ferme viticole Roze Laurent

À Serrigny

- Domaine Marsolf

À Tonnerre

- Domaine du Petit Béru

DANS LE VÉZELIEN

À Saint-Père

- Domaine des Coeurlots

À Tharoseau

- Domaine Eybert

À Vézelay

- Boutique du Domaine des Coeurlots

Appendix IV – Press release for *Fête en Caves*



CHA^BLIS

Communiqué de presse
Chablis, le 27 juillet 2020

LA 72^{ÈME} FÊTE DES VINS DE CHABLIS AURA LIEU DANS LES CAVEAUX LES 24 ET 25 OCTOBRE 2020

Dans le contexte actuel et pour la sécurité de tous, la 72^{ème} Fête des Vins de Chablis n'aura pas lieu sous sa forme habituelle. L'Office du Chablis et le Bureau Interprofessionnel des Vins de Bourgogne (BIVB), désireux de faire vivre cette tradition et de mettre les vins du Chablisien et du Grand Auxerrois à l'honneur, adaptent la Fête des Vins qui devient, le temps d'une édition « Fête en Caves ».

2020 : UNE ÉDITION SPÉCIALE

L'Office du Chablis, en concertation avec le BIVB, a pris la décision de ne pas organiser la Fête des Vins sous sa forme habituelle pour garantir, face à la conjoncture actuelle, la sécurité des exposants et des visiteurs. L'annulation de la 2^{ème} édition du Marathon de Chablis, prévu le même week-end, a également contribué à cette décision. La volonté de proposer un événement convivial entre vignerons et amateurs de vin étant toujours très présente, il a été décidé d'adapter la manifestation. Le temps d'une édition, la Fête des Vins devient **Fête en Caves**. De ce fait, elle ne se tiendra pas dans le centre-ville de Chablis comme à son habitude, mais dans les caveaux du vignoble de l'Yonne. Le baptême du millésime, le banquet et le défilé de la Confrérie des Piliers Chabliens ainsi que les traditionnelles intronisations n'auront en revanche pas lieu.

LES CAVEAUX OUVRENT LEURS PORTES POUR « FÊTE EN CAVES »

Les 24 et 25 octobre prochains, les vignerons du Chablisien et du Grand Auxerrois sont invités à ouvrir leurs caves de 10h à 18h pour accueillir les amateurs de vins autour de dégustations gratuites. Pour l'occasion, le traditionnel verre de la Fête des Vins sera offert aux visiteurs. Les Maisons et Domaines participants pourront également proposer des visites ou autres animations pour petits et grands afin de rendre ce week-end encore plus festif. **Fête en Caves** sera placé sous le signe de la convivialité et de l'échange et permettra aux visiteurs locaux ainsi qu'aux touristes de découvrir, ou redécouvrir, les vins de Chablis et du Grand Auxerrois.

Les caves participantes seront répertoriées sur le site Chablis.fr, sous la rubrique « Actualités ».



OFFICE DU CHABLIS - BIVB
1 rue de Chichée, BP 31 - 89800 Chablis
Tél. 03 86 42 42 22 - Fax 03 86 42 80 16
e-mail : bivb.chablis@bivb.com
Site internet : Chablis.fr



Organisée par l'Office du Chablis en partenariat avec le BIVB, la Fête des Vins est un événement majeur de l'année mettant en avant la découverte et la dégustation des appellations chabliennes. Elle célèbre également l'arrivée du nouveau millésime avec le traditionnel « baptême du millésime ». La première Fête des Vins fut organisée en 1949 et le rendez-vous est désormais fixé chaque 4^{ème} week-end d'octobre : amateurs, connaisseurs, professionnels et grand public se retrouvent autour des vins de Chablis et du Grand Auxerrois.

Contact :

Françoise Roure - Responsable Marketing - Communication
BIVB, Chablis
1 rue de Chichée - 89800 Chablis
francoise.roure@bivb.com - 03 86 42 42 22

OFFICE DU CHABLIS - BIVB
1 rue de Chichée, BP 31 - 89800 Chablis
Tél. 03 86 42 42 22 - Fax 03 86 42 80 16
e-mail : bivb.chablis@bivb.com
Site internet : Chablis.fr

Appendix V – Instagram post of @rougeauxlevres for *Fête en Caves*



rougeauxlevres
Chablis Grands Crus



Aimé par vinsdebourgogne et 1268 autres personnes

rougeauxlevres 🍷 Connaissez-vous Chablis ? (Mes bons plans adresses plus bas)

Souvent de réputation, de nom, ou de référence valeur sure on a tous eu (enfin j'espère) un lien avec Chablis.

Je voulais en apprendre un peu plus et zop je suis partie ce week-end pour en apprendre un peu plus !

Je vous fais un mini résumé express de ce que j'ai appris !

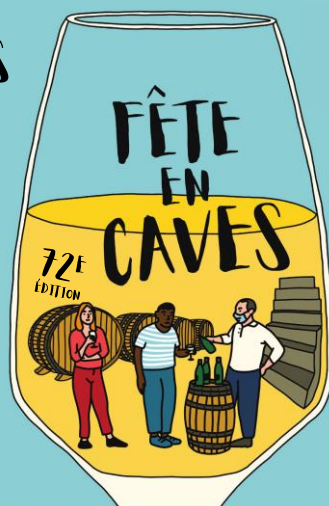
★ 1/Chablis est une appellation d'origine (AOC) qui se décline en Chablis Grand Cru (7 climats soit 1% du vignoble) Chablis 1er Cru (40 climats soit 14%) Chablis

Appendix VI – Full page in the newspaper for *Fête en Caves*

DÉGUSTATIONS & ANIMATIONS DANS LES VIGNOBLES DE CHABLIS ET DU GRAND AUXERROIS

Retrouvez la **liste des animations**
dans la rubrique « actualités »
de notre site internet :
WWW.CHABLIS.FR

GRATUIT
10H
18H



24
25
OCT



CHABLIS



L'ABUS D'ALCOOL EST DANGEREUX POUR LA SANTÉ. À CONSOMMER AVEC MODÉRATION.

© Candice Vocoret

LES CAVES DU VIGNOBLE DE CHABLIS ET DU GRAND AUXERROIS VOUS OUVRENT LEURS PORTES

AU PROGRAMME

Samedi 24 octobre

- 10h-18h : Dégustations gratuites et animations dans les caveaux participants

Visites de caves, dégustations de vieux millésimes, accords mets et vins, vente de produits du terroir... Retrouvez le programme sous la rubrique actualités du site internet www.chablis.fr.

Dimanche 25 octobre

- 8h30-14h : Marché Bourguignon de Chablis
- 10h-18h : Dégustations gratuites et animations dans les caveaux participants

Rendez-vous dans les caves du chablisien et du grand auxerrois les 24 et 25 octobre!

La Fête des Vins de Chablis est de retour pour la 72^{ème} édition! Face au contexte actuel et pour garantir la sécurité de tous, elle quitte les rues de Chablis et devient, le temps d'une édition, « Fête en Caves ». Elle se déroulera dans les caves du chablisien et du grand auxerrois. Les vignerons vous ouvriront leurs portes ce week-end pour vous proposer des dégustations gratuites. Ainsi, 78 lieux seront ouverts dans le chablisien, l'auxerrois, le

tonnerrois et le vézelien et vous accueilleront dans le respect des mesures sanitaires.

Ce week-end est l'occasion idéale de découvrir, ou de redécouvrir, les appellations des vignobles de l'Yonne!

Pour optimiser votre venue, nous vous recommandons de convenir d'un rendez-vous avec les Maisons et Domaines que vous souhaitez visiter. Les dégustations et visites se feront dans le respect des règles sanitaires et le port du masque est obligatoire.

MAISONS ET DOMAINES PARTICIPANTS

DANS LE CHABLISIEN

À Beine

- Domaine de la Côte de Fasse
- Domaine Agnès et Didier Dauvissat
- Domaine Alain Geoffroy
- Domaine Louis Moreau
- Domaine de la Motte

À Bérù

- Domaine Pagnier

À Chablis

- Domaine Besson
- Domaine Camu Christophe
- Maison Camu Fils
- La Chablisienne
- Domaine Jean Collet et Fils
- Boutique Clotilde Davenne
- Domaine Delaloye
- William Fèvre
- Domaine Jean Jacquin et Fils
- Domaine Laroche
- Domaine Long-Depaquit
- Domaine des Malandes

- Boutique du Domaine de la Meulière
- Domaine Moutard
- Domaine de Perdrycourt
- Domaine Pinson
- L&C Poitout
- Domaine Denis Race
- Maison Régnard
- Antoine et Laurent Robin
- Domaine Servin
- Maison Simonnet-Febvre
- Domaine Vocoret et Fils
- Domaine Vincent Wengier

À Chemilly-sur-Serein

- Domaine de Chaude Ecuelle
- Domaine de la Perrière

À Courgis

- Domaine Tixier

À Fleys

- Domaine du Château de Fleys
- Domaine Gautheron Alain et Cyril
- Corinne et Jean-Pierre Grossot
- Domaine de la Meulière

À Fontenay-près-Chablis

- Domaine du Colombier

À La-Chapelle-Vaupelteigne

- Domaine Chantemerle
- Domaine Philippou Frères

À Lignorelles

- Domaine Beaufumé
- Domaines Courtault et Michelet
- Domaine de la Tour

À Maligny

- Domaine Colinet Stéphanie (chez Domaine Durup exceptionnellement pour l'évènement)
- Domaine Durup
- Domaine Jolly et Fils
- Domaine Yvon et Laurent Vocoret

À Milly

- Domaine Coulaudin-Bussy
- Domaine Jean Dauvissat Père et Fils

À Nitry

- Domaine Boussard

À Noyers-sur-Serein

- Domaine Carré

À Poinchy

- Isabelle et Denis Pommier

À Pontigny

- Vignoble Angst

À Préhy

- Jean-Marc Brocard
- Domaine Clotilde Davenne
- Domaine Delaloye
- Domaine Céline et Frédéric Gueguen
- Domaine de Noëlle
- Domaine Camille et Laurent Schaller

À Saint-Cyr-les-Colons

- Maison Henry

DANS L'AUXERROIS

À Chitry

- Domaine Christine, Elodie et Patrick Chalmeau
- Olivier Morin

À Coulanges-la-Vineuse

- Domaine du Clos du Roi

À Irancy

- Domaine Colinet

- Domaine Ferrari

À Saint-Bris-le-Vineux

- Domaine Pierre-Louis et Jean-François Bersan
- Domaine Félix

- Domaine Petitjean
- Domaine Verret

DANS LE TONNERROIS

À Bernouil

- Domaine Fournillon

À Epineuil

- Domaine Alain Mathias
- Domaine de la Vallée

À Molosmes

- Ferme viticole Roze Laurent

À Serrigny

- Domaine Marsoif

À Tonnerre

- Domaine du Petit Bérù

DANS LE VÉZELIEN

À Saint-Père

- Domaine des Coeurlots

À Tharoseau

- Domaine Eypert

À Vézelay

- Boutique du Domaine des Coeurlots

Appendix VII – Articles in BIVB Infos for *Fête en Caves*

Chablis : l'édition 2020 de la Fête des Vins se fera dans les caveaux

Dans le contexte actuel et pour la sécurité de tous, la 72ème Fête des Vins ne pourra pas avoir lieu sous sa forme habituelle. L'Office du Chablis et le BIVB, néanmoins désireux de continuer cette tradition et de mettre les vins du Chablisien et du Grand Auxerrois à l'honneur, adaptent la Fête des Vins qui devient, le temps d'une édition, Fête en Caves. Le concept est simple : les domaines le souhaitant sont invités à ouvrir leurs caves les 24 et 25 octobre prochains pour proposer des dégustations gratuites. Pour l'occasion, des verres, mis à disposition des caveaux participants, seront offerts aux visiteurs. N'hésitez pas à proposer des animations pour petits et grands afin de rendre ce week-end plus festif.

Cette manifestation sera intégrée à l'opération nationale **Rencontres avec les Bourgogne**. Dans ces conditions, si vous y participez, vous pouvez bénéficier d'un kit d'animation gratuit, il suffit de vous inscrire directement sur le site www.rencontresaveclesbourgogne.fr.

Votre participation permettra de faire de ce week-end, placé sous le thème de la convivialité et de l'échange, une réussite. Les offices de tourisme, les restaurants, les gîtes, les chambres d'hôtes ainsi que les hôtels seront également contactés pour faire rayonner l'évènement. Plus d'informations sur cette manifestation à venir...

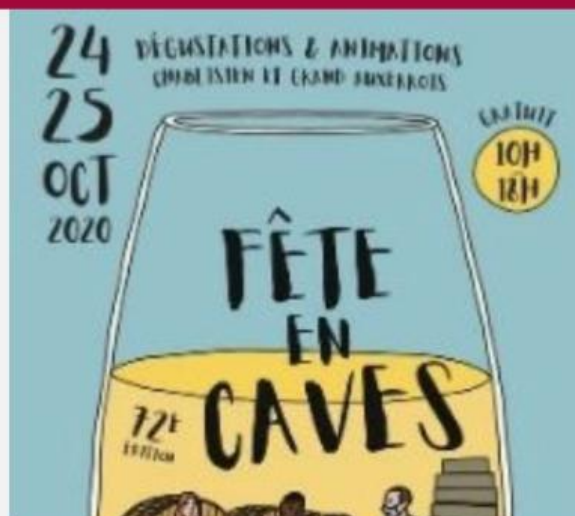


Contact : cecile.boucly@bivb.com - 03 86 42 42 22

 Réagissez

PARTICIPEZ

Chablis : Inscrivez-vous à Fête en Caves, la nouvelle formule de la Fête des Vins en 2020 !



La Fête des Vins de Chablis revient pour une nouvelle édition les 24 et 25 octobre prochains mais elle change de format en raison de la crise sanitaire actuelle : elle se déroulera directement dans les caveaux de l'Yonne et pour l'occasion, son nom s'adapte et devient Fête en Caves.

Les inscriptions sont lancées : vous pouvez dès à présent vous inscrire pour participer à Fête en Caves ! Les seules conditions pour participer sont d'ouvrir vos caves les 24 et 25 octobre prochains de 10h à 18h et de proposer des dégustations gratuites. Nous vous invitons également, si vous le souhaitez, à mettre en place des animations (visites des caves, accords mets et vins, exposition...) pour rendre ce week-end plus festif.

Merci de transmettre votre inscription à cecile.boucly@bivb.com avant le lundi 5 octobre.

Enfin, flyers et affiches seront à votre disposition au BIVB à Chablis à partir du 1er octobre. Vous pouvez également demander un kit gratuit Rencontres avec les Chablis ou Rencontres avec les Bourgogne pour l'occasion, pensez-y !



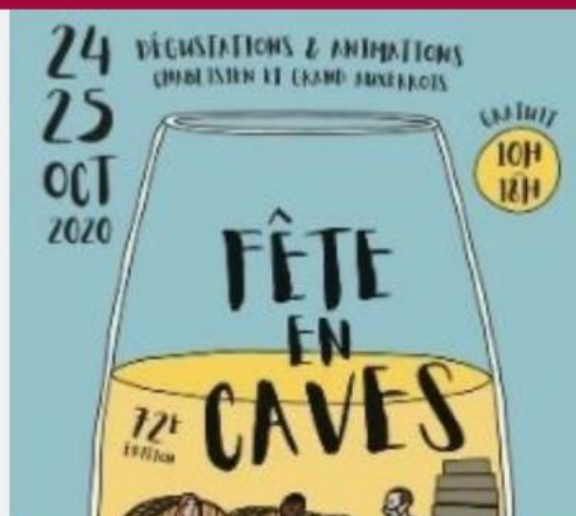
Cécile BOUCLY cecile.boucly@bivb.com - 03 86 42 42 22



Le formulaire d'inscription pour valider votre participation et être répertorié sur les outils de communication est disponible sur l'Extranet.

PARTICIPEZ

Chablis : vous aussi, participez à Fête en Caves les 24 et 25 octobre !



Inscrivez-vous à Fête en Caves ! Avec déjà une quarantaine de participants, cette édition de la Fête des Vins de Chablis promet de rencontrer un franc succès ! Les seules conditions sont d'ouvrir vos caves les 24 et 25 octobre prochains de 10h à 18h et de proposer des dégustations gratuites. Nous vous invitons également, si vous le souhaitez, à mettre en place des animations (visites des caves, accords mets et vins, exposition...) pour rendre ce week-end plus festif. Les balades dans le vignoble du dimanche matin auront bien lieu de 9h30 à 11h.

Le formulaire d'inscription pour valider votre participation et être répertorié sur les outils de communication est disponible sur Extranet. Merci de transmettre votre inscription à cecile.boucly@bivb.com **avant le lundi 5 octobre.**

Enfin, flyers et affiches seront à votre disposition au BIVB à Chablis à partir du 1er octobre. Vous pouvez également demander un [kit gratuit Rencontres avec les Chablis](#) ou [Rencontres avec les Bourgogne](#) pour l'occasion, pensez-y !



Contact : cecile.boucly@bivb.com - 03 86 42 42 22


Appendix VIII – Back office of the Chablis.com website

Page d'accueil > Gestion des contenus : Pages de contenu

Chablis Français

Pages de contenu

Voire site internet 	
 Site Chablis	
 Pied de page	
 Découvrez les vins de Chablis	
 Découvrez	
 Explorez	
 Dégustez	
 Visitez	
 Actualités	

Mon tableau de bord 

Pages de contenu

Pages de contenu

Aucune rubrique sélectionnée

Mon tableau de bord

Page d'accueil > Gestion des contenus > Pages de contenu > Se promener dans les vignes > Les randonnées viticoles à Chablis > Ajout d'un composant ou paragraphe

Chablis Français

Pages de contenu

Pages de contenu

Pages de contenu

QUE PRÉPARER AVEC UN CHABLIS PREMIER CRU ?



Milieux frais, ambré et favorable à l'acidité de l'olive de vin de Chablis, le label des vignes est un véritable Chablis Premier Cru. C'est un vin qui se déguste avec plaisir. C'est un vin qui se déguste avec plaisir. C'est un vin qui se déguste avec plaisir.

[EN SAVOIR PLUS](#)

LE CHABLIS PREMIER CRU, UN VIN D'ENTRÉE



Les vendanges et le processus de vinification sont soignés, ainsi que la sélection des vignes de Chablis. Le label des vignes est un véritable Chablis Premier Cru. C'est un vin qui se déguste avec plaisir. C'est un vin qui se déguste avec plaisir. C'est un vin qui se déguste avec plaisir.

[EN SAVOIR PLUS](#)

UN LABEL TOURISTIQUE POUR LE VIGNOBLE CHABLISIEN

Le vignoble de Chablis est un véritable Chablis Premier Cru. C'est un vin qui se déguste avec plaisir. C'est un vin qui se déguste avec plaisir. C'est un vin qui se déguste avec plaisir.

[EN SAVOIR PLUS](#)

 <p>L'HÔTEL-DIEU</p> <p>Les vignes de l'Hôtel-Dieu sont un véritable Chablis Premier Cru. C'est un vin qui se déguste avec plaisir. C'est un vin qui se déguste avec plaisir. C'est un vin qui se déguste avec plaisir.</p> <p>EN SAVOIR PLUS</p>	 <p>LE PETIT PONTIGNY</p> <p>Les vignes de Le Petit Pontigny sont un véritable Chablis Premier Cru. C'est un vin qui se déguste avec plaisir. C'est un vin qui se déguste avec plaisir. C'est un vin qui se déguste avec plaisir.</p> <p>EN SAVOIR PLUS</p>	 <p>PRIURE SAINT COSME</p> <p>Les vignes de Priure Saint Cosme sont un véritable Chablis Premier Cru. C'est un vin qui se déguste avec plaisir. C'est un vin qui se déguste avec plaisir. C'est un vin qui se déguste avec plaisir.</p> <p>EN SAVOIR PLUS</p>
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Mon tableau de bord

Page d'accueil > Module métiers : Salle de presse

Chablis Français

Salle de presse

Communiqués

Rendez-vous presse

Communiqués de presse


Ajouter un communiqué


Les champs obligatoires sont suivis d'une *

Communiqué de presse



Titre *

Afficher en page d'accueil * Oui Non


Date de début * 

Date de mise hors ligne 

Type de communiqué *










































































































































































































































































































































































































































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Description photo

Image du carousel [Ajouter une image](#) 

description courte

Texte du communiqué


   **B** **I** **U**                                                      

                                                        

                                                        

                                                        

                                                        

                                                        

                                                        

                         

Appendix IX – Example of articles written for the website: general public



< All news

NEWS

THE 2021 SAINT-VINCENT OF FLEYS POSTPONED TO 2022

05 February 2022

News



The traditional Saint-Vincent tournaente du chablisien won't take place on the 6th and 7th of February 2021 because of the sanitary crisis. The village of Fleys, host of this 52nd edition, will have to wait until the 5th and 6th of February 2022 to welcome the celebrations and the visitors.

The village of Fleys won't host the traditional **Saint-Vincent tournaente du chablisien** on the 6th and 7th of February 2021. Because of the current sanitary crisis and the uncertainty of its evolution, the committee in charge of the organisation took the decision to postpone the celebrations by a year. A difficult but reasonable choice to guarantee the safety of the wine-makers and the visitors, who are several thousand over the week-end.

There won't be the Saint-Vincent tournaente du chablisien in 2021: it will be back for the 52nd edition on the 5th and 6th of February 2022, still in the village of Fleys, in the heart of the Chablis wine region. Therefore, the 53rd and the 54th editions will also be postponed and will take place in Fyè in 2023, and in Fontenay-près-Chablis in 2024.

Event on the 5th and 6th of February 2022 in the village of Fleys to celebrate the 52nd edition of the Saint-Vincent tournaente du chablisien!

To find out more: www.Fleys2021.com

< ALL NEWS

NEWS HEADLINES >

Appendix X – Example of articles written for the website: journalists

RELEASES

THE DOMAINE DES CHAUMES OBTAINS THE HVE 3 CERTIFICATION

04 March 2020
Business press releases



The **Domaine des Chaumes**, aware of the different ecological and environmental issues, applies for many years more eco-friendly and nature-friendly practices. It is within this framework that it received the level 3 of the Haute Valeur Environnementale (HVE) certification for the next three years. An important distinction for the estate whose everyday works for the preservation of Chablis' terroir and the surrounding nature is rewarded.

HVE CERTIFICATION

This environmental certification recognises the organizations which are committed to approaches that are particularly respectful of the environment, and is based on performance indicators relative to biodiversity, phytosanitary product usage, and fertilization management. The 3rd level is the excellence level.

DOWNLOAD

[The HVE website](#)

TOWARDS A 100% ORGANIC VINEYARD FOR THE DOMAINE NATHALIE ET GILLES FÈVRE

26 May 2020
Business press releases



The **Domaine Nathalie et Gilles Fèvre** will soon reach a significant milestone! Already using more eco-friendly practices for many years, Nathalie, Gilles and their daughter, Julie, announced their choice to **convert all their vines to organic by the end of 2021**.

With about fifty hectares, the estate will then become the largest producer in the Chablis wine region to be 100% organic.

DOMAINE NATHALIE ET GILLES FÈVRE

Located in Fontenay-Près-Chablis, this family estate already obtained in 2015 a recognition for its sustainable wine-growing: the level 3 of the Haute Valeur Environnementale certification. It produces the 4 levels of Chablis wines: Petit Chablis, Chablis, Chablis Premier Cru and Chablis Grand Cru.

DOWNLOAD

[Domaine Nathalie et Gilles Fèvre website](#)

Appendix XI – Posters for the *Enjoy! It's from Europe* project

INDULGE YOURSELF IN
**EUROPEAN
GOURMET**
culture

WITH

CHABLIS WINES

MARENNES OLÉRON OYSTERS

CHARENTES-POITOU BUTTER



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CHABLIS


Marennes Oléron


CHARENTES-POITOU
BUTTER



CAMPAIGN FINANCED
WITH AID FROM
THE EUROPEAN UNION

**ENJOY
IT'S FROM
EUROPE**


纵享
欧洲
美食
文化

品味

CHABLIS夏布利葡萄酒

MARENNES OLÉRON马雷恩-欧雷宏生蚝

CHARENTES-POITOU夏朗德-普瓦图黄油



© 2010 CHABLIS - MARENNES OLÉRON - CHARENTES-POITOU

CHABLIS

 Marennes Oléron

 CHARENTES-POITOU BUTTER



信息宣传由欧盟提供
经济支持

ENJOY
IT'S FROM
EUROPE

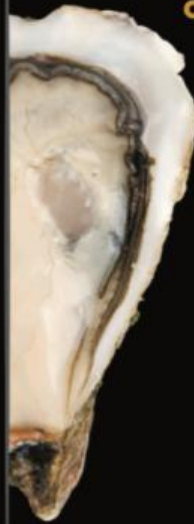

縱享
歐洲
美食
文化

品味

CHABLIS夏布利葡萄酒

MARENNES OLÉRON馬雷恩-歐雷宏生蠔

CHARENTES-POITOU夏朗德-普瓦圖 奶油



REGIÃO DE PROTEÇÃO DENOMINAÇÃO DE ORIGEM CONTROLADA

CHABLIS

 Marennes Oléron

 CHARENTES-POITOU BUTTER



訊息宣傳由歐盟提供
經濟支持

ENJOY
IT'S FROM
EUROPE


Appendix XII – Draft of the booklet for the *Enjoy! It's from Europe* project

INDULGE YOURSELF IN
EUROPEAN
GOURMET
culture

WITH

CHABLIS WINES

MARENNES OLÉRON OYSTERS

CHARENTES-POITOU BUTTER



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CHABLIS

 *Marennes Oléron*

 **CHARENTES-POITOU BUTTER**



CAMPAIGN FINANCED
 WITH AID FROM
 THE EUROPEAN UNION

**ENJOY
 IT'S FROM
 EUROPE**



Goûtez à la culture gastronomique européenne et tentez une nouvelle expérience culinaire grâce à l'association des huîtres Marennes Oléron IGP, des vins de Chablis AOP et du beurre Charentes-Poitou AOP.

Découvrez les atouts des produits d'origines européennes et françaises, certifiés grâce aux labels de qualité AOP et IGP répondant à des normes élevées, notamment en termes de qualité, de goût et de tradition!

Vous découvrirez à travers ce magazine de nombreuses ressources pour apprendre à reconnaître les labels de qualité et les caractères uniques des trois produits présentés, symboles du patrimoine gastronomique français!

Vous pourrez également découvrir comment les associer lors d'une dégustation étape par étape et les cuisiner avec des recettes.

Vous pouvez également tester vos connaissances avec notre quizz en ligne et découvrir 4 recettes de plus! Scannez le QR code ci-dessous pour en savoir plus.





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LES LABELS DE QUALITE

Afin de sensibiliser tant les clients que les acheteurs à l'authenticité et à la garantie de provenance de certaines spécialités alimentaires ainsi que pour démarquer et certifier les produits européens, l'Union européenne a créé en 1992 un système de labels de qualité pour protéger et promouvoir la réputation de certaines spécialités régionales européennes.

Ces labels aident les consommateurs à prendre des décisions d'achat en connaissance de cause, afin de faire leurs achats en toute confiance, sachant que les produits qu'ils rapportent chez eux offrent une véritable expérience gustative européenne. Les labels de qualité dans l'alimentation garantissent donc la provenance d'un produit alimentaire et sont reconnus au niveau européen.

Les objectifs de ce système sont les suivants :

- Préserver les saveurs identifiables provenant d'un lieu, une région ou une localité particulière.
- Protéger les noms de produits contre les abus et les imitations, contribuer à l'éducation des consommateurs sur les nuances et les caractéristiques gustatives spécifiques de ces produits.
- Savoir pourquoi ces produits qui bénéficient d'une appellation de qualité sont uniques.

Fabriqués de manière artisanale, ils ont tous des nuances qui leur sont conférées par le terroir - le sol et le climat d'une région particulière. Seule cette combinaison spécifique de terre, de climat et de savoir-faire des populations locales peut donner naissance à un produit à la hauteur de son nom.

Découvrez les différences entre les labels AOP et IGP, afin de mieux comprendre la qualité unique des huîtres IGP de Marennes Oléron, des vins de Chablis AOP et du beurre de Charentes-Poitou AOP.

L'appellation d'origine protégée (AOP)



L'appellation d'origine protégée (AOP) garantit que le produit a été transformé et élaboré dans une zone géographique déterminée. Le label AOP est un signe européen. Il protège le nom du produit dans toute l'Union Européenne. Le label AOP garantit un lien très fort entre les qualités d'un produit et le terroir qui l'a vu naître.

Parmi les AOP en France, on retrouve notamment le camembert de Normandie, le Roquefort, la châtaigne d'Ardèche, la noix de Grenoble, la lentille verte du Puy, l'olive de Nîmes, etc et bien sur les vins de Chablis et le beurre de Charentes Poitou !

L'indication géographique protégée (IGP)



L'Indication Géographique Protégée (IGP) désigne un produit dont la qualité, la réputation ou d'autres caractéristiques sont liées à son origine géographique. Pour prétendre à l'obtention de ce signe, au moins une étape parmi la production, la transformation ou l'élaboration du produit doit avoir lieu dans l'aire géographique limitée. Le label IGP est un signe officiel européen qui protège le nom du produit dans toute l'Union Européenne et les pays tiers qui reconnaissent les SIQOs européens. Le label IGP repose sur la notion de savoir-faire dans une zone géographique définie.

En France, cela concerne par exemple le jambon de Bayonne, le canard à foie gras du Sud-Ouest... et bien sûr les Huîtres Marennes Oléron !

Opétrauwez ces labels de qualité sur le key visual de la campagne !

LE TERROIR

Faisant partie intégrante de la gastronomie et du terroir français, le beurre produit dans la région Charentes-Poitou, les huîtres Marennes Oléron et les vins de Chablis existent depuis plusieurs siècles. Ces trois produits sont reconnus grâce à des certifications nationales et européennes qui garantissent non seulement leur qualité mais aussi leur origine et les conditions de production et de fabrication ainsi que le savoir-faire des Femmes et des Hommes qui travaillent ces produits.

Le **Beurre Charente Poitou AOP** et les **vins de Chablis AOP** obtiennent ainsi le label français d'Appellation d'Origine Contrôlée, qui sera remplacé par la suite par le label européen d'**Appellation d'Origine Protégée**, et les **Huîtres Marennes Oléron IGP** sont reconnues par le label européen d'**Indication Géographique Protégée**.

Ces deux labels officiels régissent la situation géographique de production et garantissent la provenance de ces produits. Ainsi, le Beurre Charente Poitou AOP et les Huîtres Marennes Oléron IGP ne peuvent être produits que dans un territoire bien défini sur la côte ouest de la France, tandis que les vins de Chablis AOP ne peuvent être produits que dans le vignoble du chablisien, au nord de la Bourgogne.

Si ces zones de production ont été délimitées ainsi, c'est notamment grâce à l'authenticité et la typicité provenant de facteurs naturels tels que les conditions météorologiques et les particularités du sol (terroir), et de facteurs humains (savoir-faire), qui permettent aux produits de révéler leurs qualités.

Le bassin Charente Poitou bénéficie d'un climat propice aux bonnes conditions d'élevage avec des terres fertiles et généreuses pour la production des fourrages et des céréales dont le maïs. Les vaches nourries avec cette alimentation produisent le lait à la base de la fabrication du **BEURRE** et qui lui donne son goût particulier de crème fraîche avec une petite note de noisette.

Les **HUÎTRES** Marennes Oléron quant à elles profitent de petits bassins creusés par l'homme dans le sédiment naturel, initialement utilisés pour la récolte du

8



*La région du beurre
Charente Poitou AOP*



*La région
du vin Chablis*



*La région des huîtres
Marennes Oléron*

sel, utilisés pour élever ou affiner les huîtres. Appelées Claires, car l'eau est transparente, elles se remplissent au fil des marées et font la spécificité des Huîtres Marennes Oléron. Elles ont donné leurs noms à plusieurs qualités d'huîtres telles que la pousse en claire ou la fine de claire.

Même loin de l'océan, les **VINS** de Chablis gardent un lien fort avec l'huître : ses racines puisent leurs forces dans le sous-sol datant du Kimmeridgien qui renferment des petits fossiles d'huîtres déposés ici lorsque la mer recouvrait le territoire il y a plus de 150 millions d'années ! Cette spécificité du sol, associée à un climat plus frais dans cette partie nord de la Bourgogne rend les vins de Chablis uniques exprimant parfois des notes salines rappelant les embruns marins.

Toutes ces caractéristiques permettent à ces trois produits de s'exprimer au mieux, et les différents labels qu'ils possèdent garantissent l'authenticité des produits pour le consommateur final sont une protection pour les produits et les consommateurs.

9

LE SAVOIR FAIRE

Derrière ces produits de qualité se cachent des éléments essentiels : les Femmes et les Hommes et leur savoir-faire. Ces passionnés et amoureux du beurre, des huîtres et du vin, reproduisent les mêmes gestes depuis plusieurs générations et les transmettent pour que les traditions perdurent.

Pour parvenir à une authenticité et une qualité optimale de ces produits, il faut laisser le temps faire son œuvre. La patience et le dévouement des producteurs permettent aux produits d'exprimer dans les meilleures conditions leur typicité et leur particularité.

Ce temps, si important dans la fabrication du Beurre Charente Poitou AOP, des Huîtres Marennes Oléron et des vins de Chablis, se traduit par une période de maturation, d'affinage ou d'élevage cruciaux dans l'expression de la personnalité de chacun.

Pour le **Beurre Charente Poitou AOP**, la maturation biologique de la crème dure plus de 16h afin de développer tous ses arômes et lui donne sa texture si particulière.

Contrairement aux autres huîtres, les **Huîtres Marennes Oléron IGP** sont affinées ou élevées en Claire, ces bassins creusés par l'homme dans le sédiment naturel qui se remplissent au fil des marées, ce qui confère aux huîtres un goût affiné si unique et reconnaissable.

Pour les **Vins de Chablis AOP**, contrairement à beaucoup d'autres vins blancs, ce n'est pas une mais deux fermentations qui sont effectuées lors de la vinification : la fermentation malolactique suit la fermentation alcoolique, afin de polir l'acidité naturelle des vins tout en préservant leur fraîcheur et leur énergie.

Tout ce savoir-faire et ce processus de production est régié par les cahiers des charges de l'AOP et de l'IGP à suivre scrupuleusement, ce qui garantit un contrôle et une qualité incomparable. Ces labels reconnaissent et protègent également le savoir-faire des hommes et des femmes qui sont à l'origine de ces produits.



LES HUÎTRES

www.huitresmarennesoileron.info



PAYS
France



LOCALISATION

Charente-Maritime - Bassin de Marennes Oléron au bord de l'océan atlantique.

TERROIR UNIQUE

Les anciens marais-salants ont été convertis en claires, de petits bassins creusés par l'homme dans le sédiment naturel qui se remplit au grès des marées, ce qui donne aux huîtres Marennes Oléron leur goût affiné si particulier et unique.



4 QUALITÉS

Fine de Claire, Fine de Claire Verte, Spéciale de Claire, Pousse en Claire



PARTICULARITÉ

Un affinage des huîtres en « claires », de petits bassins naturels qui se remplissent au rythme des marées, propre aux Huîtres Marennes Oléron.



DÉGUSTATION

La diversité de la gamme permet de répondre aux différents goûts des consommateurs. Les huîtres se mangent crues, mais aussi cuisinées.



LABEL

Les différentes qualités des Huîtres Marennes Oléron disposent du label d'Indication Géographique Contrôlée (IGP)



LE BEURRE

www.aop-beurre-charentes-poitou.fr



PAYS
France



LOCALISATION

La Charente, la Charente-Maritime, les Deux Sèvres, la Vienne et la Vendée

TERROIR UNIQUE

Les élevages, le lait, la transformation, les fourrages et les céréales sont tous issus d'un territoire unique, celui de la région Charentes-Poitou.



8 MARQUES

La Conviette, Echiré, Grand Fermage, Lescure, Montaigu, Pampille, Sèvre et Belle, et Surgères proposent du beurre Charentes-Poitou AOP avec chacune leurs caractéristiques et particularités.



PARTICULARITÉS

Une maturation de plus de 16h propre au Beurre Charentes-Poitou, des vaches laitières nourries de fourrage et de céréales produites localement, ce qui procure au lait puis au beurre son goût particulier.



DÉGUSTATION

Le Beurre Charentes-Poitou peut s'utiliser de plusieurs manières, il peut être simplement dégusté sur une tartine de pain, ou alors incorporé à des recettes sucrées ou salées.



LABEL

Le Beurre Charentes-Poitou et ses 8 marques disposent du label d'Appellation d'Origine Protégée (AOP).



LE VIN

<http://www.chablis.xn--fiqs8s/>

CHABLIS

PAYS
France



LOCALISATION

Nord de la Bourgogne, l'Yonne à 2h de Paris

TERROIR UNIQUE

Le sous-sol, appelé Kimméridgien, formé il y a plus de 150 millions d'années, et le climat plus frais de ce vignoble donne aux vins de Chablis leur typicité.



CÉPAGE

Un seul cépage, le Chardonnay, une seule couleur, le blanc.



4 NIVEAUX D'APPELLATIONS

Petit Chablis, Chablis, Chablis Premier Cru et Chablis Grand Cru



PARTICULARITÉS

Une deuxième fermentation appelée malolactique, qui n'est pas forcément réalisée dans tous les vins blancs, un élevage sur lies qui apporte aux vins de la complexité, des vins tout en pureté.



DÉGUSTATION

Les différents niveaux d'appellations et le profil des vins de Chablis permettent une grande diversité d'accords mets et vins. Il y a toujours un vin de Chablis pour vous accompagner.

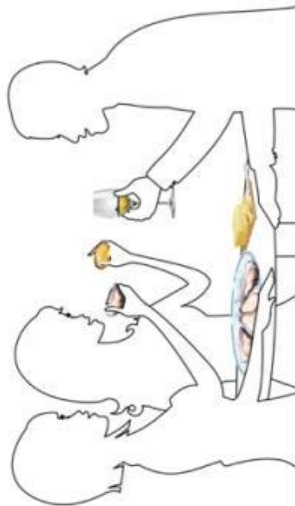


LABEL

Les 4 niveaux d'appellation des vins de Chablis disposent du label d'Appellation d'Origine Protégée (AOP)



DÉGUSTATION & ACCORD DES PRODUITS



L'association des trois produits **huîtres Marennes Oléron IGP**, des **vins de Chablis AOP** et du **beurre Charentes-Poitou AOP** créé une expérience de dégustation unique. Chaque produit étant élaboré dans un environnement naturel, cela fait d'eux des produits uniques aux goûts et aux saveurs exceptionnels.

Chaque produit a une identité très forte mais forment ensemble une association originale et intéressante.

Cette dégustation étant une véritable expérience, nous décrivons dans les pages suivantes les étapes pour une dégustation optimale des huîtres Marennes Oléron IGP, des vins de Chablis AOP et du beurre Charentes-Poitou AOP.



DÉGUSTATION ÉTAPE PAR ÉTAPE

STEP 1 SERVEZ LES TROIS PRODUITS À BONNE TEMPÉRATURE :

entre 9°C et 14°C
pour **LES VINS DE CHABLIS**

entre 5°C et 15°C
pour **LES HUITRES MARENNES OLÉRON**
à température ambiante
pour **LE BEURRE CHARENTES-POITOU AOP**



STEP 2

DÉCOUPEZ proprement la capsule pour qu'elle n'entre pas en contact avec le vin de **CHABLIS** lors du service.
DÉBOUCHEZ en douceur la bouteille, puis **VERSEZ** le vin blanc dans un verre à pied adapté pour qu'il s'exprime au mieux.



STEP 3

OUVREZ l'huitre **MARENNES OLÉRON** avec précaution : **SECTIONNEZ** le muscle adducteur en utilisant un couteau à huitre, et veillez à ce que la chair soit détachée de la coquille supérieure. **ENLEVEZ** la première eau pour supprimer les petits débris de coquille et sublimer la chair. **POSEZ-LA** sur une assiette adéquate.



STEP 4

SORTEZ le beurre **CHARENTES-POITOU AOP** du réfrigérateur environ 15 minutes avant la dégustation pour qu'il prenne la température ambiante, puis ôtez délicatement l'emballage, coupez une tranche de pain frais et **BEURREZ** la tartine d'une couche fine.



STEP 5

Prenez une bouchée de tartine beurrée et savourez ce petit goût de noisette, la texture et la fraîcheur du beurre.



STEP 6

Mettez la chair de l'huitre en bouche, mastiquez avec la tartine pour obtenir un mélange homogène et **APPRÉCIEZ LES ARÔMES DÉVELOPPÉS**.



STEP 7

Prenez une gorgée de vin après la dégustation et découvrez la **SYNERGIE DES SAVEURS ET DES ARÔMES**.



Prenez le temps d'apprécier cet **ACCORD PARFAIT ENTRE TERRE ET MER** : un beau voyage en perspective.



ASIAN INSPIRATIONS

Ces recettes ont été élaborées par le chef **Chris HUANG** afin de proposer des associations culinaires entre les huîtres Marennes Oléron IGP, les vins de Chablis AOP et le beurre Charentes-Poitou AOP.

Une collaboration culinaire franco-asiatique exclusive entre Chef Chris HUANG et ces produits exceptionnels de terre et mer qui a pour but d'utiliser des ingrédients français sous signes officiels de qualité AOP et IGP en comprenant la synergie de leurs arômes et en analysant leurs origines afin de créer des plats dédiés au marché Chinois.

Ces deux exemples de recettes pourront être retrouvés parmi sur la plateforme e-learning.

QR



Ouïtres gratinées au fromage



Préparation
xxx min



Cuisson
xxx min



Pour
x personnes

INGRÉDIENTS

xx xxxx
xxxxx xxxxxxx xxxxxxx xxx xxxx
xxxxx xxxxxxx xx

ÉTAPE 1

xxxxx xxxxxxx xxxxxxx xxx xxxx
xxxxx xxxxxxx xx

ÉTAPE 2

xxxxx xxxxxxx xxxxxxx xxx xxxx

ÉTAPE 3

xxxxx xxxxxxx xxxxxxx xxx xxxx

ÉTAPE 4

xxxxx xxxxxxx xxxxxxx xxx xxxx
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xxxxx xxxxxxx xxxxxxx xxx xxxx

ÉTAPE 5

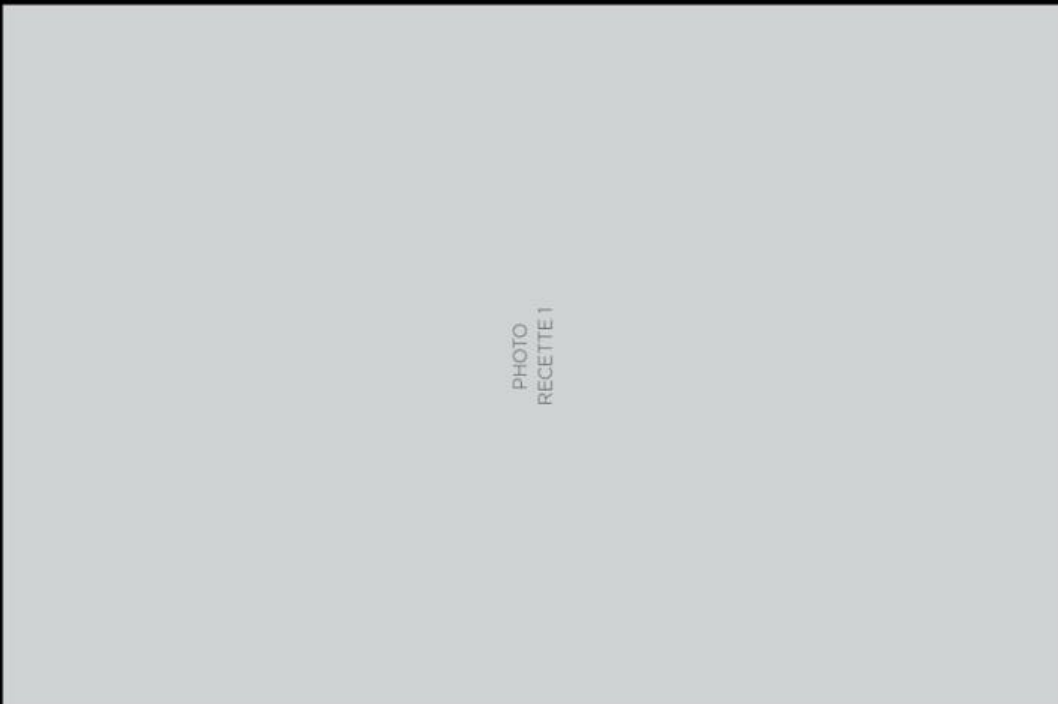
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ÉTAPE 6

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PRÉPARATION

PHOTO
RECETTE 1



Tartare d'huîtres aux agrumes



Préparation
xxx min



Cuisson
xxx min



Pour
x personnes

INGRÉDIENTS

xx xxxx
xxxxx xxxxxxx xxxxxxx xxx xxxx
xxxxx xxxxxxx xx

ÉTAPE 1

xxxxx xxxxxxx xxxxxxx xxx xxxx
xxxxx xxxxxxx xx

ÉTAPE 2

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ÉTAPE 3

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ÉTAPE 4

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ÉTAPE 5

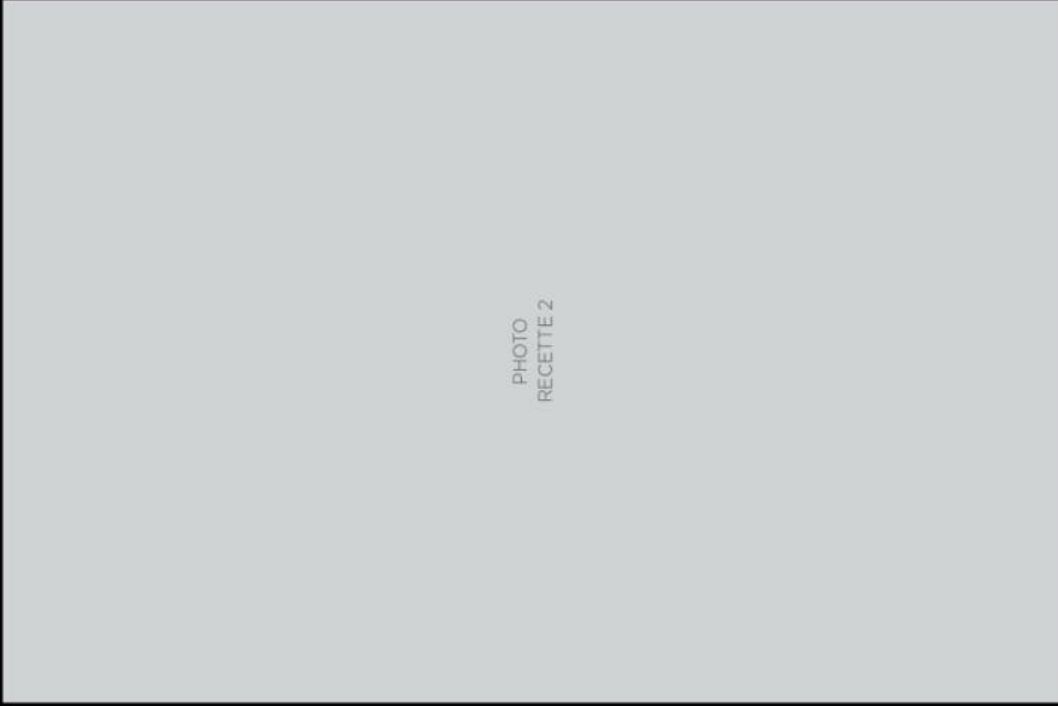
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ÉTAPE 6

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PRÉPARATION

PHOTO
RECETTE 2



OPPORTUNITÉS DU MARCHÉ

Orchestrée par le programme tripartite **huîtres Marennes Oléron IGP**, **vins de Chablis AOP** et **beurre Charentes-Poitou AOP**, et financée en partie par l'Union européenne, la campagne européenne "Indulge yourself in European gourmet culture" a été mise en place pour faire connaître la variété des produits européens disponibles sur le marché chinois et pour suggérer aux consommateurs chinois des moyens d'intégrer ces produits dans leur régime alimentaire, leurs recettes et leur mode de vie.

L'objectif de la campagne est d'accroître l'attrait des produits européens possédant des signes officiels de qualité (labels AOP et IGP) et de renforcer leur position concurrentielle sur le marché asiatique grâce à diverses actions de marketing et d'éducation à destination des professionnels et des consommateurs.

Effectivement, les consommateurs chinois adoptent un mode de vie de plus en plus sain et recherchent des aliments qui répondent à leurs besoins alimentaires variés notamment la fraîcheur, le goût et la transparence qui est au premier plan lorsqu'ils font leurs achats et lisent les étiquettes pour trouver des ingrédients.

Consommer et boire des produits meilleurs, sains et de qualité est devenu une priorité pour les millénials, les familles et les seniors repondant à un lifestyle plus sain grandissant.

L'industrie alimentaire et des boissons est en pleine croissance en Chine notamment avec une forte demande pour les produits frais et importés.

C'est donc en repondant à cette demande croissante des consommateurs chinois cherchant des aliments de qualité, certifiés et frais que les **huîtres Marennes Oléron IGP**, les **vins de Chablis AOP** et le **beurre Charentes-Poitou AOP** sont réunis sur un programme commun d'éducation et d'information de 2020 à 2022.



CONTACTS

E-LEARNING PLATFORM



www.huitresmarennesoleron.info



www.aop-beurre-charentes-poitou.fr

CHABLIS

<http://www.chablis.xn--fiqs8s/>



INDULGE YOURSELF IN

EUROPEAN GOURMET

culture

WITH

CHABLIS WINES



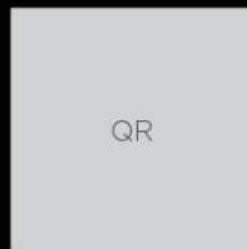
MARENNES OLÉRON OYSTERS



CHARENTES-POITOU BUTTER



E-LEARNING PLATFORM



QR

CHABLIS


Marennes Oléron


CHARENTES-POITOU
BUTTER



CAMPAIGN FINANCED
WITH AID FROM
THE EUROPEAN UNION



Appendix XIII – Press trip schedule

VOYAGE PRESSE									
André DOMINE									
Du 28 juin au 1er juillet 2020									
Jour	Heure	Temps de trajet	Domaine	Avec	Commentaire	Ville	Adresse	Téléphone	Portable
Dimanche 28 juin	9h00		Hostellerie des clos		Petit-déjeuner inclus	Chablis	18 rue Jules Rathier, 89800 Chablis	03 86 42 10 63	
	11h00		Domaine Vincent Dauvissat			Chablis	8 rue Emile Zola, 89800 Chablis	03 86 42 11 58	
	12h30		Domaine des Malandes			Chablis	17 rue Robert Schuman, 89800 Chablis	03 86 42 41 37	
	14h30	Chablis - Fontenay-près-Chablis : 10 mins	Déjeuner avec Fanny Henry		Au Fil du Zinc	Chablis	18 rue des moulins, 89800 Chablis	03 86 42 42 22	
	16h	Fontenay-près-Chablis - Chablis : 10 mins	Domaine Nathalie & Gilles Fèvre			Fontenay-près-Chablis	Route de Chablis, 89800 Fontenay-près-Chablis	03 86 18 94 47	
Lundi 29 juin	16h	Fontenay-près-Chablis - Chablis : 10 mins	Maison Simonnet-Febvre	Paul Espitallé		Chablis	9 avenue d'Oberwesel, 89800 Chablis	03 86 98 99 03	06 77 18 45 15
	17h30		Domaine Christian Moreau Père et Fils			Chablis	26 Avenue d'Oberwesel, 89800 Chablis	03 86 42 86 34	
	19h30		Diner avec Clotilde Davenne	Clotilde Davenne	Diner au domaine	Préhy	3 rue de chantemerly, 89800 Préhy		06 83 06 07 14
			Hostellerie des clos		Petit déjeuner inclus	Chablis	18 rue Jules Rathier, 89800 Chablis	03 86 42 10 63	
			Café avec Française		Hostellerie des clos	Chablis	9 rue de Chichée, 89800 Chablis	03 86 42 17 46	
Mardi 30 juin	9h00		Domaine Raveneau			Chablis	9 rue de Chichée, 89800 Chablis	03 86 42 17 46	
	11h00	Chablis - Poinchy : 5 mins	Isabelle et Denis Pommier		Avec casse-croûte	Poinchy	31 rue de Poinchy, Poinchy, 89800 Chablis	03 86 42 83 04	
	14h00	Poinchy - Chablis : 5 mins	Domaine Besson	Camille Besson	Suivre panneau "Domaine Besson Chai", contactez Camille sur son portable si vous ne trouvez pas	Chablis	8 chemin de Valvan, 89800 Chablis	03 86 42 40 88	06 01 00 83 60
	15h30	Chablis - Courgis : 10 mins	Domaine Pattes Loup	Thomas Pico		Courgis	Grande rue Nicolas Droin, 89800 Courgis	03 86 41 46 38	
	17h00	Courgis - Chablis : 10 mins	Chargement des échantillons au BIVB			Chablis	1 rue de Chichée, 89800 Chablis	03 86 42 42 22	
	18h00		Domaine Guy Robin			Chablis	13 rue Berthelot, 89800 Chablis	03 86 42 12 63	
	20h		Diner avec Hervé Tucki	Hervé Tucki	Rdv à La Chablisienne puis restaurant	Chablis	8 boulevard Pasteur, 89800 Chablis	03 86 42 89 82	06 43 33 27 24
			Hostellerie des clos		Petit déjeuner inclus	Chablis	18 rue Jules Rathier, 89800 Chablis	03 86 42 10 63	

Annex I: Training agreement

Between:

Instituto Politécnico do Porto, represented by Porto Accounting and Business School, hereinafter referred to as ISCAP, located at Rua Jaime Lopes de Amorim, s/n, 4465-004 S. Mamede Infesta, Matosinhos, Taxpayer Identification Number 503606251, hereby represented by the Dean, Professor Fernando Magalhães;

AND

Bureau Interprofessionnel des Vins de Bourgogne, 1 rue de Chichée, 89800 CHABLIS FRANCE, Taxpayer Identification Number 37818475800018, hereby represented by the Christian VANIER (CEO) hereinafter referred to as Host Institution;

AND

Cécile BOUCLY, student no. 2190891, address 9 rue des mésanges, 89470 MONTEAU, FRANCE, ID Card 140689100820, and Taxpayer Identification Number /, hereinafter referred to as Student/Trainee,

Considering that the Program Degree attended by the student at ISCAP includes a Project/Traineeship, this agreement is signed, by which the student/trainee, the host institution and ISCAP confirm that they abide by the following principles:

Article 1

Scope

- 1) This agreement sets out the conditions, in accordance with the Masters' General Regulation, for a project/traineeship, carried out by students currently enrolled in Mestrado de Estudos Interculturais para Negócios
- 2) Both trainee and Host Institution agree that the student/trainee is not entitled to a job at the conclusion of the training period.

Article 2

Objectives

According to Article 10th of the Master's General Regulation, the Project Work or Traineeship of ISCAP Masters' Programs aims at providing the trainee with a real work experience, where he can apply the acquired knowledge and skills.

Article 3

Details of the Project/Training Program

a) Student's Degree Program: : Mestrado de Estudos Interculturais para Negócios

b) Current Student Enrollment: Attending the 2nd year of the aforementioned

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Handwritten signatures and initials in blue ink.

- c) Supervisor at ISCAP:
Professor Sandra Ribeiro _____;
- d) Host Institution Department:
Communication and marketing department _____;
- e) Mentor at the Host Institution:
Françoise Roure, Communication and Marketing manager
- f) Training Period (planned dates): _____ 6 _____ months;
- g) From: 10 / 02 / 2020
- h) To: 31 / 07 / 2020
- i) Address:
1 rue de Chichée 89800 CHABLIS FRANCE

**Article 4
Student's/Trainee's Responsibilities**

- 1) Complete all required training hours and plan;
- 2) Be punctual, following the established work schedule.
- 3) Substantiate all absences to the host institution, informing both the mentor and the supervisor.
- 4) Follow all the rules, regulations, and safety requirements of the host institution.
- 5) Perform work in a professional and courteous manner in accordance with the mentor's or host institution's requirements and the ISCAP supervisor;
- 6) Take good care of workplace property and resources, given that he/she is solely responsible for any damage or personal and material losses;
- 7) Maintain professional confidentiality. Information related to business, products, projects, clients, strategies and procedures, which he/she has knowledge of or access to because of his/her stay in the Host Institution obtained during and after the conclusion of the training period may not be disclosed or used personally or by others, singular or collective, unless duly authorized in writing.
- 8) To fulfil all other obligations accordingly the Master's General Regulation.

**Article 5
Student's/ Trainee's Rights**

- 1) To access in good time to the information related to the Project/Traineeship;
- 2) To establish contacts that may originate Project/Traineeship Agreements, developing abilities, at various levels, such as initiative and autonomy;
- 3) Receive follow-up and effective guidance from the Mentor and Supervisor designated by the Master's Course Director;
- 4) Do not regularly perform tasks that do not fit or are not appropriate to his/her training;
- 5) Be assigned a place and a schedule at the Project/Traineeship workplace that allows her/him to attend the ongoing activities at ISCAP;
- 6) To be given the necessary conditions in the Host Institution for the fulfillment of the agreed work plan;
- 7) To have regular contact with the project/trainee supervisor(s) and the mentor;

Article 6

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ISCAP has to:

- 1) Outline the work plan and the Project/Traineeship schedule, with the Host Institution, the supervisor and the mentor;
- 2) Appoint a Project/Traineeship supervisor;
- 3) Make all arrangements so that the student/trainee is regularly monitored in the Host Institution by the designated mentor;
- 4) Give all the necessary support to the student/trainee to provide the fulfillment of the established objectives;
- 5) Solve any conflicts or problems that arise during the Project/Traineeship period.

Article 7 Insurance

Students/Trainees have School Insurance coverage for the Project/Internship period. The Host Institution is thereby exempted from responsibility in case an accident happens during the aforementioned period. In order to activate the School Insurance coverage, the Host Institution shall inform ISCAP of the training period and location.

Article 8 Host Institution's Responsibilities and Competencies

The Host Institution:

- 1) The work developed by the trainee under the principles of this agreement is unpaid. However, the host institution is free to provide a monthly grant to the student/trainee;
- 2) May provide the trainee with travel and food allowances, in order to support her/his expenses during the training period;
- 3) Should a grant be provided, it may also be canceled at any time, after the reasons being discussed with ISCAP;
- 4) Is obliged to assign the trainee only with tasks that fit the work plan of the Project/Traineeship established;
- 5) Should also:
 - a. appoint a mentor, responsible for the follow-up of the the student/trainee throughout the Project/Traineeship;
 - b. define the work plan to be developed by the student/trainee and provide suitable working conditions.

Article 9 Mentor's Responsibilities and Competencies

The mentor at the host institution is responsible for:

- 1) Providing training for the student/trainee as detailed in the learning objectives and supervise and assist the trainee's progress;
- 2) Ensuring the integration of the student/trainee in the Host Institution;
- 3) Registering the attendance of the student/trainee and make the registration available, whenever requested by supervisor (s);
- 4) Keeping the supervisor(s) informed of any problems that may arise during the Project/Traineeship period;

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Clar
FH

- 5) Ensuring that the work plan is accomplished and implemented under the agreed conditions;
- 6) Providing a mentor's report.

Article 10

Supervisor's Responsibilities and competencies

ISCAP Supervisor(s) must:

- 1) Mediate the communication process between the Trainee and the Host Institution;
- 2) Assist the Student/Trainee in developing the learning objectives;
- 3) Articulate with the mentor;
- 4) monitor the Student/Trainee's progress during the traineeship period and during the writing of the Project/Traineeship Report;
- 5) Be part of the Project/Traineeship Committee.

Article 11

Confidentiality

ISCAP Trainees and supervisor(s), as well as Host Institution mentor, are committed to confidentiality concerning all classified or private information, for a period of 3 years.

Article 12

Report and Assessment

According to Articles 10, 11 and 17 of the Master's General Regulation:

- 1) The student/ trainee is expected to deliver a report previously reviewed by the Supervisor;
- 2) The Supervisor must provide a qualitative opinion that must be part of the Report;
- 3) This report will be assessed by a committee, according to the Master's General Regulation.

Article 13

Cancellation

This agreement may be subject to rescission or may be cancelled upon expiration without any compensation to the third party.

Article 14

Revocation

The revocation of the Agreement shall take place when:

- 1) The student/trainee gives up the Project/Traineeship;
- 2) The student/trainee cancels the enrollment at ISCAP.

Article 15

Termination

ISCAP reserves the right to terminate this agreement when it is not possible to meet the conditions necessary for full compliance with Article 5 or for non-compliance with Articles 8 and 9 of this Agreement.

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Article 16

Confidentiality and Personal Data of the Host Institution

- 1) The student/trainee undertakes to maintain strict confidentiality and never to disclose and transmit to third parties, in any form, any matters, information, files, documents, data or procedures of which he/she becomes aware in the performance of the Project/Internship, or as a result of this performance, relating to the Host Entity and its structure, as well as to its workers, employees, customers or suppliers;
- 2) The Student/Trainee undertakes to keep the personal data of third parties to which he/she has access in the course of the internship or transmitted to him/her by the Host Entity under this protocol strictly confidential, and also undertakes to respect and comply with the policies, rules, procedures, and internal regulations in force at any time in the Host Entity regarding privacy and protection of personal data, as well as to comply with the legal provisions regarding the processing of personal data to which the Host Entity is bound;
- 3) Notwithstanding any applicable internal policies and standards, the Student/Intern may only access and in any way process (eg copy, transmit, alter, disseminate or destroy) personal data that is under the responsibility of the Host if that is strictly necessary for the performance of their duties;
- 4) The Student/Trainee undertakes to immediately notify the Host Entity of any situation or event that may affect the security of the processing of personal data carried out during the internship or that, in any way, may lead to non-compliance of the legal provisions on the protection of personal data by the Host Entity;
- 5) In the event of termination, for any reason, of this Protocol, the Student/Intern shall immediately return to the Host Entity all originals and/or copies of the dossiers, correspondence, files, memos, and other documents and information in their possession, regardless of their medium;
- 6) The duty of confidentiality provided for in this clause shall remain in force even after the termination of this Protocol.

Article 17

Confidentiality and Personal Data of the Student/Trainee

- 1) All legal, ethical and professional provisions established, accepted, and strictly complied with by the Student/Trainee apply to the Student/Trainee in the same time and in the same manner to the Host Entity;
- 2) The Intern expressly and unequivocally authorizes the Host Entity to process, whether or not automated, partially or totally, his or her personal data, which is, or should be, provided to the Host Entity, only within the scope of this Protocol;
- 3) The Host Entity may only use and disclose the personal data referred to in the foregoing subsection for purposes related to this Protocol or to the activities included in its object, social or factual, as well as any other purposes that may prove necessary or merely convenient in the context of the relations maintained between the Host Entity and the Student/Intern;
- 4) The Host Entity may also transmit the data referred to in number 2 of this clause to any company that is related to it, or that is a part of the same national or international economic group, always safeguarding the legal provisions in force;
- 5) The Host Entity undertakes to provide the Student/Intern with the possibility of accessing and requesting the correction or deletion of the data that concerns him/her, at all times, in accordance with the law;
- 6) ISCAP Students/Interns and teachers, as well as Project/Internship supervisors, who, within the scope of the Project/Internship activities, become aware of classified or confidential information, will be obliged to maintain their confidentiality.

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**Article 18
Final Provisions**

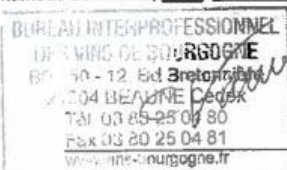
This agreement has been prepared in four copies, signed by all parties. The original copy is given to ISCAP, the duplicate copy to the Host Institution, the triplicate copy to the Trainee and the quadruplicate to the supervisor.


All omissions shall be solved based on the legislation and regulations in force.

S. Mamede de Infesta, 30/01/2020


ISCAP

Trainee


BUREAU INTERPROFESSIONNEL
DES AVIS DE PORTUGAL
BP 50 - 12. Ed. 3^e étage
2004 BEAUNE Cedex
Tel: 03 25 25 04 80
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www.avis-portugale.fr
C. VAVIER
CEO
Host Institution

Responsible for the Course Unit


Annex II: Addition to the training agreement

Instituto Superior de Contabilidade e Administração do Porto, as first party, with the registered Taxpayer Identification Number 503606251, hereby represented by the Dean, Professor Fernando Magalhães, the Bureau Interprofessionnel des Vins de Bourgogne, as the second party, with the Taxpayer Identification Number 37818475800019 and the student Cécile BOUCLY, as the third party, ID Card no. 140689100820, student no. 2190991, of the master's degree of Mestrado de Estudos Interculturais para Negócios, agree to celebrate the present addition to the Curricular Training Agreement, taking into account the entry into force of Law no. 1-A/2020, of March 19, which establishes the exceptional and temporary measures in response to the epidemiological situation caused by Coronavirus, SARS-CoV-2, the agent causing Covid-19 disease, ratifying the effects of Decree-Law no. 10-A/2020, of March 13.

Single Clause:

Taking into account the exceptional circumstances that occurred during this stage, the purpose of this amendment is (fill in the most appropriate situation):

1) Modification of the internship dates:

Situation 1 - The internship is suspended from _____ to _____. It will be resumed on _____.

Situation 2 - The internship is suspended on the date of signing this addition until _____.

Situation 3 - The internship is suspended on the date of signature of this addition until further order.

Situation 4 - The internship is interrupted on the date of _____. A new agreement will be signed in case of possibility of restarting the internship. The host entity undertakes to welcome the trainee back to its organization if the conditions of activity allow it and the academic year has not yet ended.

Situation 5 - The internship is interrupted on the date of 16/3/2020 a new agreement will be signed if a new internship is possible.

Situation 6 - Other situations: _____.

2) **Development of the internship in telework:** As of the signature of the present addition, the internship will take place in telework. The address of the residence of the trainee is: _____ . The trainee undertakes to respect the schedule established by the host institution, and not to travel. The trainee's tutors will remain available by email during this period.

This addition to the Curricular Training Agreement, prepared in triplicate, after being read and found compliant, will be signed by all the parties, in full agreement.


S. Mamede de Infesta, 24 of March of the year of 2020

First Party

Fernando
José
Malheiro de
Magalhães

Assinado de forma digital por Fernando José Malheiro de Magalhães
Dados: 2020.03.26 16:25:27 Z

Second Party


Christian VANIER
Directeur Général BIVB

Third Party





Annex III: New training agreement

Between:

Instituto Politécnico do Porto, represented by Porto Accounting and Business School, hereinafter referred to as **ISCAP**, located at Rua Jaime Lopes de Amorim, s/n, 4465-004 S. Mamede Infesta, Matosinhos, Taxpayer Identification Number 503606251, hereby represented by the Dean, Professor Fernando Magalhães;

AND

Bureau Interprofessionnel _____ 1 rue de Chichée
des Vins de Bourgogne, located at 89800 CHABLIS FRANCE, Taxpayer Identification Number 37818475800019, hereby represented by the Christian VANIER (CEO) hereinafter referred to as **Host Institution**;

AND

_____ 9 rue des mésanges
Cécile BOUCLY, student no. 2190991, address FRANCE, ID
Card 140689100820, and Taxpayer Identification Number /, hereinafter referred to as **Student/Trainee**,

Considering that the Program Degree attended by the student at ISCAP includes a Project/Traineeship, this agreement is signed, by which the student/trainee, the host institution and ISCAP confirm that they abide by the following principles:

Article 1

Scope

- 1) This agreement sets out the conditions, in accordance with the Masters' General Regulation, for a project/traineeship, carried out by students currently enrolled in Mestrado de Estudos Interculturais para Negócios
- 2) Both trainee and Host Institution agree that the student/trainee is not entitled to a job at the conclusion of the training period.

Article 2

Objectives

According to Article 10th of the Master's General Regulation, the Project Work or Traineeship of ISCAP Masters' Programs aims at providing the trainee with a real work experience, where he can apply the acquired knowledge and skills.

Article 3

Details of the Project/Training Program

- a) Student's Degree Program: : Mestrado de Estudos Interculturais para Negócios
- b) Current Student Enrollment: Attending the 2nd year of the aforementioned Degree Program;

- c) Supervisor at ISCAP:
Professor Sandra Ribeiro _____;
- d) Host Institution Department:
Communication and marketing department _____;
- e) Mentor at the Host Institution:
Françoise Roure, Communication and Marketing manager
- f) Training Period (planned dates): 5,5 months;
- g) From: 11 / 05 / 2020
- h) To: 30 / 10 / 2020
- i) Address:
1 rue de Chichée 89800 CHABLIS FRANCE

Article 4 Student's/Trainee's Responsibilities

- 1) Complete all required training hours and plan;
- 2) Be punctual, following the established work schedule.
- 3) Substantiate all absences to the host institution, informing both the mentor and the supervisor.
- 4) Follow all the rules, regulations, and safety requirements of the host institution.
- 5) Perform work in a professional and courteous manner in accordance with the mentor's or host institution's requirements and the ISCAP supervisor;
- 6) Take good care of workplace property and resources, given that he/she is solely responsible for any damage or personal and material losses;
- 7) Maintain professional confidentiality. Information related to business, products, projects, clients, strategies and procedures, which he/she has knowledge of or access to because of his/her stay in the Host Institution obtained during and after the conclusion of the training period may not be disclosed or used personally or by others, singular or collective, unless duly authorized in writing.
- 8) To fulfill all other obligations accordingly the Master's General Regulation.

Article 5 Student's/ Trainee's Rights

- 1) To access in good time to the information related to the Project/Traineeship;
- 2) To establish contacts that may originate Project/Traineeship Agreements, developing abilities, at various levels, such as initiative and autonomy;
- 3) Receive follow-up and effective guidance from the Mentor and Supervisor designated by the Master's Course Director;
- 4) Do not regularly perform tasks that do not fit or are not appropriate to his/her training;
- 5) Be assigned a place and a schedule at the Project/Traineeship workplace that allows her/him to attend the ongoing activities at ISCAP;
- 6) To be given the necessary conditions in the Host Institution for the fulfillment of the agreed work plan;
- 7) To have regular contact with the project/trainee supervisor(s) and the mentor;

Article 6 ISCAP Responsibilities

ISCAP has to:

- 1) Outline the work plan and the Project/Traineeship schedule, with the Host Institution, the supervisor and the mentor;
- 2) Appoint a Project/Traineeship supervisor;
- 3) Make all arrangements so that the student/trainee is regularly monitored in the Host Institution by the designated mentor;
- 4) Give all the necessary support to the student/trainee to provide the fulfillment of the established objectives;
- 5) Solve any conflicts or problems that arise during the Project/Traineeship period.

Article 7 Insurance

Students/Trainees have School Insurance coverage for the Project/Internship period. The Host Institution is thereby exempted from responsibility in case an accident happens during the aforementioned period. In order to activate the School Insurance coverage, the Host Institution shall inform ISCAP of the training period and location.

Article 8 Host Institution's Responsibilities and Competencies

The Host Institution:

- 1) The work developed by the trainee under the principles of this agreement is unpaid. However, the host institution is free to provide a monthly grant to the student/trainee;
- 2) May provide the trainee with travel and food allowances, in order to support her/his expenses during the training period;
- 3) Should a grant be provided, it may also be canceled at any time, after the reasons being discussed with ISCAP;
- 4) Is obliged to assign the trainee only with tasks that fit the work plan of the Project/Traineeship established;
- 5) Should also:
 - a. appoint a mentor, responsible for the follow-up of the the student/trainee throughout the Project/Traineeship;
 - b. define the work plan to be developed by the student/trainee and provide suitable working conditions.

Article 9 Mentor's Responsibilities and Competencies

The mentor at the host institution is responsible for:

- 1) Providing training for the student/trainee as detailed in the learning objectives and supervise and assist the trainee's progress;
- 2) Ensuring the integration of the student/trainee in the Host Institution;
- 3) Registering the attendance of the student/trainee and make the registration available, whenever requested by supervisor (s);
- 4) Keeping the supervisor(s) informed of any problems that may arise during the Project/Traineeship period;

- 5) Ensuring that the work plan is accomplished and implemented under the agreed conditions;
- 6) Providing a mentor's report.

Article 10

Supervisor's Responsibilities and competencies

ISCAP Supervisor(s) must:

- 1) Mediate the communication process between the Trainee and the Host Institution;
- 2) Assist the Student/Trainee in developing the learning objectives;
- 3) Articulate with the mentor;
- 4) monitor the Student/Trainee's progress during the traineeship period and during the writing of the Project/Traineeship Report;
- 5) Be part of the Project/Traineeship Committee.

Article 11

Confidentiality

ISCAP Trainees and supervisor(s), as well as Host Institution mentor, are committed to confidentiality concerning all classified or private information, for a period of 3 years.

Article 12

Report and Assessment

According to Articles 10, 11 and 17 of the Master's General Regulation:

- 1) The student/ trainee is expected to deliver a report previously reviewed by the Supervisor;
- 2) The Supervisor must provide a qualitative opinion that must be part of the Report;
- 3) This report will be assessed by a committee, according to the Master's General Regulation.

Article 13

Cancellation

This agreement may be subject to rescission or may be cancelled upon expiration without any compensation to the third party.

Article 14

Revocation

The revocation of the Agreement shall take place when:

- 1) The student/trainee gives up the Project/Traineeship;
- 2) The student/trainee cancels the enrollment at ISCAP.

Article 15

Termination

ISCAP reserves the right to terminate this agreement when it is not possible to meet the conditions necessary for full compliance with Article 5 or for non-compliance with Articles 8 and 9 of this Agreement.

Article 16

Confidentiality and Personal Data of the Host Institution

- 1) The student/trainee undertakes to maintain strict confidentiality and never to disclose and transmit to third parties, in any form, any matters, information, files, documents, data or procedures of which he/she becomes aware in the performance of the Project/Internship, or as a result of this performance, relating to the Host Entity and its structure, as well as to its workers, employees, customers or suppliers;
- 2) The Student/Trainee undertakes to keep the personal data of third parties to which he/she has access in the course of the internship or transmitted to him/her by the Host Entity under this protocol strictly confidential, and also undertakes to respect and comply with the policies, rules, procedures, and internal regulations in force at any time in the Host Entity regarding privacy and protection of personal data, as well as to comply with the legal provisions regarding the processing of personal data to which the Host Entity is bound;
- 3) Notwithstanding any applicable internal policies and standards, the Student/Intern may only access and in any way process (eg copy, transmit, alter, disseminate or destroy) personal data that is under the responsibility of the Host if that is strictly necessary for the performance of their duties;
- 4) The Student/Trainee undertakes to immediately notify the Host Entity of any situation or event that may affect the security of the processing of personal data carried out during the internship or that, in any way, may lead to non-compliance of the legal provisions on the protection of personal data by the Host Entity;
- 5) In the event of termination, for any reason, of this Protocol, the Student/Intern shall immediately return to the Host Entity all originals and/or copies of the dossiers, correspondence, files, memos, and other documents and information in their possession, regardless of their medium;
- 6) The duty of confidentiality provided for in this clause shall remain in force even after the termination of this Protocol.

Article 17

Confidentiality and Personal Data of the Student/Trainee

- 1) All legal, ethical and professional provisions established, accepted, and strictly complied with by the Student/Trainee apply to the Student/Trainee in the same time and in the same manner to the Host Entity;
- 2) The Intern expressly and unequivocally authorizes the Host Entity to process, whether or not automated, partially or totally, his or her personal data, which is, or should be, provided to the Host Entity, only within the scope of this Protocol;
- 3) The Host Entity may only use and disclose the personal data referred to in the foregoing subsection for purposes related to this Protocol or to the activities included in its object, social or factual, as well as any other purposes that may prove necessary or merely convenient in the context of the relations maintained between the Host Entity and the Student/Intern;
- 4) The Host Entity may also transmit the data referred to in number 2 of this clause to any company that is related to it, or that is a part of the same national or international economic group, always safeguarding the legal provisions in force;
- 5) The Host Entity undertakes to provide the Student/Intern with the possibility of accessing and requesting the correction or deletion of the data that concerns him/her, at all times, in accordance with the law;
- 6) ISCAP Students/Interns and teachers, as well as Project/Internship supervisors, who, within the scope of the Project/Internship activities, become aware of classified or confidential information, will be obliged to maintain their confidentiality.

**Article 18
Final Provisions**

This agreement has been prepared in four copies, signed by all parties. The original copy is given to ISCAP, the duplicate copy to the Host Institution, the triplicate copy to the Trainee and the quadruplicate to the supervisor.

All omissions shall be solved based on the legislation and regulations in force.

S. Mamede de Infesta, _____ 11/05/2020 _____

Fernando José
Malheiro de
Magalhães

Assinado de forma digital
por Fernando José Malheiro
de Magalhães
Dados: 2020.05.18 10:59:14
+01'00'

ISCAP

Host Institution
BIVB
P. Christian VANIER, Directeur
Général



Trainee

Responsible for the Course Unit



BUREAU INTERPROFESSIONNEL
DES VINS DE BOURGOGNE
BP 150 - 12, Bd Bretonnière
21204 BEAUNE Cedex
Tel. 03 80 25 04 80
Fax 03 80 25 04 81
www.vins-bourgogne.fr

Annex IV: Evaluation form of the Host Institution

INSTITUTO
SUPERIOR
DE CONTABILIDADE
E ADMINISTRAÇÃO
DO PORTO
POLITÉCNICO
DO PORTO

GEE

GABINETE DE ESTÁGIOS E EMPREGABILIDADE
TRAINEESHIP EVALUATION GRID

Mestrado de estudos interculturais para negócios
Bachelor / Master

Trainee

BOUCLY Cécile
Name

Company

Bureau Interprofessionnel des Vins de Bourgogne
Name

ROURE Françoise
Adviser:

CLASSIFICATION¹ 1 2 3 4 5

1 - 1) ATTENDANCE AND PUNCTUALITY

- a - Attendance
- b - Punctuality

					X
					x

2 - BUSINESS ENVIRONMENT

- a - Adaption to the environment (Trainee performance)
- b - Capacity for integration
- c - Capacity for initiative
- d - Technical research capacity
- e - Organizational capacity
- f - Team work capacity
- g - Handling of computer equipment
- h - Knowledge application
- i - _____

					X
					X
					X
			X		
					x
					x
					x
					x

3 - TRAINING PLAN

- a - Progression during the internship
- b - Scientific component
- c - Practical component
- d - Compliance with the proposed training plan
- e - Intervention Project developed²
- f - _____

					X
			X		
					x
					x
			X		
					x

¹ Note: for classification purposes, consider: 1 - Bad; 2 - Weak; 3 - Adequate; 4 - Good; 5 - Very good

² If applicable

4 - POSTURE

a - Technical and vocational aptitude

b - Ethical and deontological conduct

c - _____

1	2	3	4	5
				x
				x

5 - COMMENTS TO REPORT TO ISCAP

Cécile est une personne consciencieuse, efficace, proactive, polyvalente. Elle a été très précieuse dans notre équipe pour les sujets qu'elle suivait. De plus elle est très agréable, il est facile de travailler avec elle. J'étais tellement ravie de son travail et de son professionnalisme que je l'aurai bien gardée dans notre équipe.

18/12 /2020

Signature and Stamp of the Host Entity: _____

**BUREAU INTERPROFESSIONNEL
DES VINS DE BOURGOGNE**
B.P. 31 - 1, rue de Chichée
89800 CHABLIS
Tél. 03 86 42 42 22
Fax 03 86 42 00 16
www.vins-bourgogne.fr

Françoise ROURE