



Facultad de Ciencias Económicas y Empresariales

PLAN ESTRATEGICO, EXPANSION Y MARKETING DE UNA EMPRESA FAMILIAR

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SUMMARY

In this report, the original purpose of the study is to assess the viability of an internationalization strategy to find new markets for the champagne Jeuniaux-Robin. The Talus-St-Prix-based company, which has been around for more than 70 years, is known today for its elegant and sustainable champagne. In order to arrive at a deductive method, a foundational method was applied. The history of champagne, as well as its current domestic and international markets, will be examined in this study.

A section devoted to the idea of internationalization will examine potential internationalization strategies that a company might implement in accordance with theories. This portion will be aligned with the Jeuniaux-Robin company to implement a strategic strategy in order to respond to the initial inquiry.

With this part, we judge two countries with a competitive advantage in order to establish themselves in, Canada and Brazil. Champagne Jeuniaux-Robin could therefore opt for an internationalization strategy in order to penetrate one of its markets.

This dissertation will aim to help Champagne Jeuniaux-Robin to develop an internationalization strategy and to put in relation notions seen during academic courses with the strategic and economic reality of a company.

KEY WORDS:

Internationalization plan, Market potential, Entry method, Global marketing plan, Champagne, Champagne Jeuniaux-Robin, Savoir-faire, Méthode-champenoise

INTRODUCTION

The champagne industry has had significant growth over the course of these recent uncertain years and looks to have a bright future. Before the global COVID-19 crisis in 2019, this market supplied more than 295 million bottles of wine, or \$5 billion (+3,4%) in revenue. Towards the end of the crisis in 2022, more than 326 million bottles were sold, generating close to \$6 billion in revenue. (Berger, 2023)

In fact, this market attracts new players on both a local and international scale. The demand for champagne in emerging nations like India and China has increased over the past several years as a result of these countries' rising income levels. Nonetheless, both the developed world and the United States are very drawn to this unique product, making them significant consumers on this market. In addition, the major players in this sector, like as LVMH and Groupe Pernod-Ricard, make it a point to open entryways in numerous nations in order to penetrate brand-new markets with enormous potential.

The champagne Jauneaux-Robin should assess the viability of an internationalization strategy in an environment with a sufficiently crowded market and significant potential for sector growth. The business may decide to expand into new markets by relying on its business model, which has proven successful on its own market in France.

Once this choice has been made, it will be crucial to analyze a unique internationalization strategy for this champagne house. Certain goals will come into play to be taken into consideration. Each foreign market must first be investigated in order to comprehend and assess its strengths and weaknesses, which will aid in the selection of the best targets. In light of the many alcohol regulations and international agreements, it's critical to assess the various entry methods in order to properly anchor this market. Furthermore, the company needs to develop a global marketing strategy.

As such, the main objectives of this study are to develop a workable internationalization strategy and assess the commercial and operational viability of the champagne Jauneaux-international Robin's expansion.

METHODOLOGY

This dissertation research is divided into three sections: a thorough examination of the history and heritage of champagne; an examination of its current market; and an analysis of its leading producers both domestically and abroad. This section will discuss the history and development of the champagne house Jeuniaux-Robin over the years.

The theoretical concepts that will be used to analyze the internationalization models put out by many authors from various eras will be covered in the second section, followed by a more in-depth analysis. The study will be carried out using a deductive methodology. The analysis of the champagne house will be crucial in order to comprehend and envision the possibility of developing an internationalization strategy using one of the models suggested in the second part of this academic research. It will be necessary to do a comprehensive analysis of the company itself in order to revisit the analysis of Jeuniaux-Robin champagne.

This analysis will be accomplished by using both primary and secondary sources. In terms of primary sources, especially for this research, documents have been provided by Cyril and Clémence Jeuniaux, the owners and managers of this champagne house, in order to better understand how this business operates. With them, Visio exchanges were also available in order to obtain the necessary information. Also, secondary information sources will be used for this study, including the internet, academic journals, and manuals on international marketing, among others. The university specifically provided access to databases with collections of complete texts and academic articles on topics related to the internationalization of businesses. The statistics from the SGVC (Syndicat Général des Vignerons de la Champagne) will be examined to understand the backdrop of the expansion of the champagne market.

1 THE STATE OF THE QUESTION

1.1 CURRENT SITUATION

1.1.1 CREATION OF CHAMPAGNE OVER THE CENTURIES

Champagne: "Sparkling wine made in the Champagne region" is a French sparkling wine with a long history that can be traced back to both its creation and its development over time.

The vine has been planted in Champagne since the High Middle Ages, mostly by monastic congregations who farmed the area and raised the vine. They established the region's vineyards and produced wine in cellars that are still in use today. Champagne wine was valued as a luxury item in the XVI century and replaced Burgundy wine on the tables of the French monarchy. The region's popularity was further boosted by the vins gris industry. Champagne's wines weren't initially sparkling, but specific climatic factors caused. *(Cartwright, 2023)*

XVII CENTURY

The history of champagne can be dated back to the 17th century. As wine was an alcohol in full expansion during this century, when sparkling wines began to appear and spread across French territory, it began to be popular among consumers.

At the beginning, these still wines produced in Champagne, were not particularly appreciated by the populations, but its unique aromas and sparkling wine tastes have really intrigued drinkers and has managed to propel this drink as the favorite drink for great occasions, especially in high-aristocratic circles. *(Deligny, 2021)*

During this time, a monk named Dom Pierre Pérignon played a pivotal role in the development of Champagne. He devoted himself into perfecting the art of making Champagne wine, working at the Hautvillers abbey, where he developed innovative methods to improve the quality and consistency of the wine. *(Pourquoi Dit-on Que C'est Dom Pérignon Qui a Inventé Le Champagne ?, n.d.)*

Today, Dom Pérignon is remembered as the father of contemporary Champagne.

XVIII CENTURY

Champagne experienced a period of remarkable growth and expansion in the eighteenth century which allowed it to become an important alcohol in society.

Dom Pérignon's pioneering research has helped popularize Champagne, not only among British royalty, but also among the French nobility and courtiers.

Louis XV's court, in particular, embraced Champagne, with the drink becoming a fixture of banquets and parties. This growing demand led to a substantial increase in Champagne production.



Figure 1: Louis XV was consecrated and crowned in Reims on 25 October 1722

Source: Cappellaro (2014)

During this century, new techniques for producing Champagne, such as the champenoise method, emerged. This method involved inducing a second fermentation in the bottle by adding sugar and yeast to sparkling wine.

Several Champagne brands, including Moët et Chandon, Veuve Clicquot, and Laurent-Perrier, also emerged and gained popularity during this time, which continues today.

Furthermore, Champagne marketing started to take off in the XVIII century, with businesses presenting their names in an opulent and stylish manner to attract customers.

In conclusion, the XVIII century was a significant turning point for Champagne, transforming it into a luxury good that was highly valued across Europe. *(Cartwright, 2023)*

XIX CENTURY

Champagne production and specialization have benefited from the global wine market's consistent rise throughout the past century.

New techniques have been devised to make a wine of exceptional quality and bottled thanks to technological advancements.

- The largest barrel in the world was made by Eugene Mercier, the founder of the Mercier business, who will get second place honors at the Universal Exhibition in Paris.

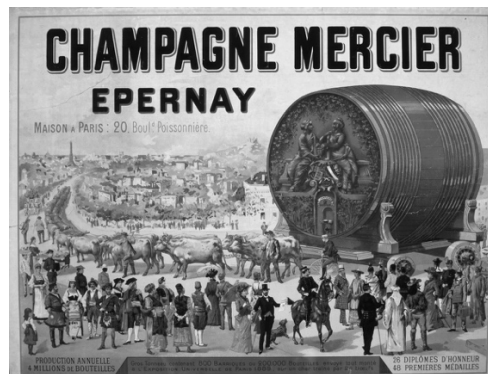


Figure 2: Advertising by Mercier for its barrel presented at the Paris World Fair in 188

Source: Cappellaro (2014)

Unfortunately, this period also saw the first grape illnesses like phylloxera, which wiped out all the vines and caused wars that hampered exports to distant nations. When faced with these difficulties, the winemakers were able to adapt and find solutions to preserve the standard and output of champagne.

Champagne consumption outside of France started to pick up in the XIX century when it was heavily exported to emerging nations like England and the United States. This also contributed to champagne's rising recognition as a luxury beverage for special occasions. *(Cartwright, 2023)*

XX CENTURY

Like to other economic sectors, the champagne business had tremendous developments in the 20th century. Unfortunately, the area suffered greatly during World War I, with bombings seriously damaging vines and lowering both production and quality. The region's winemakers responded by creating novel cultivation and production methods.

Champagne gained popularity in the 1920s as a result of its promotion as a festive drink. During Prohibition, it became even more popular, as many establishments illegally exported their bottles to meet the demand. The wine and champagne industry was again challenged during World War II, as vineyards were once more destroyed, leading to a significant reduction in champagne production.

Advancements in technology allowed for rapid expansion in production, with stainless steel tanks becoming a crucial production tool to enhance quality and consistency. The rise of champagne houses like Moët & Chandon and Veuve Clicquot also played a significant role in promoting and increasing the global appeal of champagne throughout the century. *(Cartwright, 2023)*

1.2 CHAMPAGNE MARKET TODAY

Key figures of Champagne:

Through 3 regions, 5 departments, and more than 319 communities, the Champagne area boasts more than 84,200 hectares of vineyards as of 2021.

In terms of volume, the champagne market represents:

More than 820 million bottles of champagne are exported globally, of which 233.8 million are produced by Champagne Houses (73%) and 86.4 million by Cooperatives and Champagne Producers (27%).

In terms of value, the champagne market represents:

- Revenues of more than €5.7 billion, including €4.5 billion for each champagne house (78%) and €1.2 billion from producers and cooperatives (22%).

Currently, there are roughly 300 champagne houses in business.

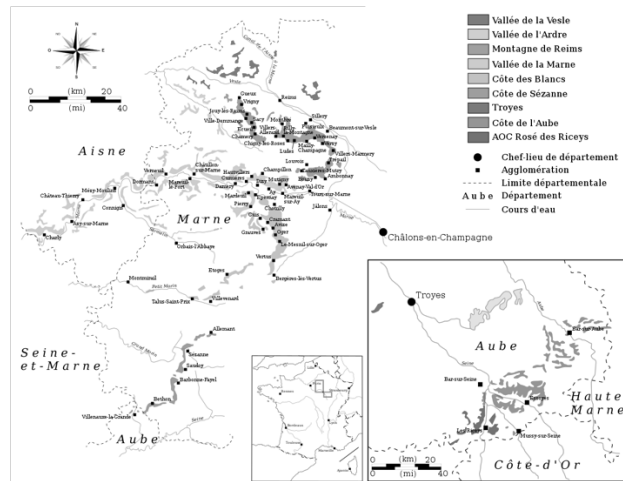


Figure 3: Map of vineyards in Champagne

Source: Champagne Map of Vineyards Wine Regions

1.2.1 FRENCH MARKET:

For more than 40 years, the French market has represented roughly 110 million bottles. In terms of consumption and amount of champagne, France came in first place because it absorbed about 70% of supplies. Additionally, each inhabitant of France consumes more than two bottles (including children). In fact, this is mostly explained using bottles on special occasions like baptisms, weddings, and birthdays

The fact that less than a tenth of a bottle of champagne was consumed annually in France a century ago, can be considered as biggest development in this market.

Due to rising demand both domestically and internationally, the French champagne market has been expanding steadily for the past 20 years.

Champagne has been successful in luring new customers with the use of tailored marketing initiatives and a greater awareness of the excellence and variety of its offerings.

These outcomes can also be linked to the rise in living standards brought on by the average French salary. Many new users of champagne have felt as though they are acquiring a higher status by consuming it because it is considered to be a rare and expensive luxury commodity.

However, recent years have seen certain issues with the champagne market. Sales have been significantly impacted by the economic and social crises of 2007 as well as political and social unrest (COVID-19). The Champagne region's bad weather and vineyard illnesses have both significantly slowed the market for champagne.

Increased rivalry in the global wine and spirits market has, like in every industry, influenced the French champagne market. To compete with champagne, many new sparkling wines have emerged, such as the American sparkling wine or the Spanish cava. (*Equinox, 2019*)

Indeed, they were able to establish themselves and find consumers of champagne, thanks to their appealing prices, marketing techniques, and brand images that were similar.

Despite these obstacles and dangers, France's champagne sector is still expanding because of consistent demand from both domestic and international consumers. The market has been stimulated by champagne manufacturers' modifications to their product diversification plans in response to consumer trends and wants.

In conclusion, there have been ups and downs in the French champagne market over the past 20 years based on many reasons. (*Le Marché Français - Union Des Maisons De Champagne*)

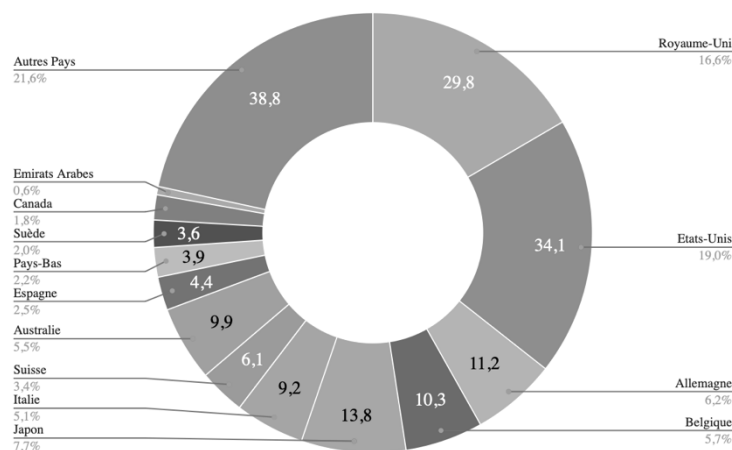
1.2.2 INTERNATIONAL MARKET:

Since its origin, champagne has long fascinated nations outside of France. Its distribution was mostly through export to let people on all four corners of the globe to enjoy it. The significance of this product on French luxury and spirit was recognized by international consumers, who sought to acquire it. With the two world wars, the USA's ban of alcohol during the 1920s, and

high taxes, the 20th century was a difficult one for international trade. As a result, exports of champagne decreased. (*Les Marchés Extérieurs - Union Des Maisons De Champagne*)

The problems with champagne go beyond this; in fact, every country has a regulation specific to itself regarding these alcohol regulations. It is interesting to observe the US case: To distribute a bottle on their ground, the following requirements must be met: the product must have the mandatory contra-étiquettes (female pregnant, under 21 years old), the necessary customs documentation to prove that the product poses no threat to the United States, and the necessary import licenses to track the products with all the associated risks of error. Some nations, including Scandinavian nations, have monopolies that serve as entry points for this kind of market. This exportation is complicated by a number of factors, including international price differences. (*Grape Escapes, 2017*)

Expéditions Monde 2021 - 179,5 millions de bouteilles



Graph 1: Countries that imported the most bottles in 2021

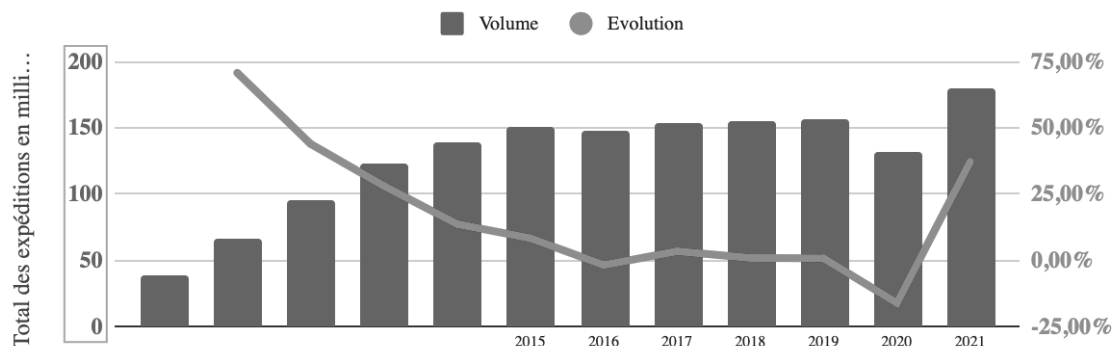
Source: Jenik (2021)

Nonetheless, despite these challenges, champagne has consistently managed to be successful in foreign markets. The shipments as a whole have surpassed the 325 million bottles sold in 2022, an increase of more than 1,5% from the year before. According to David Chatillon, president of the Union of Champagne Houses, "*the Champagne, an essential part of celebration, has naturally accompanied consumers throughout the world who are celebrating the end of shackles and have rediscovered their love of festivities, outings, and travel.*". Exports to the world were complicated at the start of this decade because some countries closed their

borders to others. These findings enable the producers to assess that, despite some challenging times, the champagne product continues to hold a special place in consumers' hearts.

Distribution of export among producers:

- Champagne houses: 16.4 million bottles
- Independent winemakers : 12.3 million bottles
- Co-operatives : 14.8 million bottles



Graph 2: Evolution of exportations from 2010-2021

Source: Jenik (2021)

2 CHAMPAGNE JEANNEAUX-ROBIN

2.1 HISTORY OF CHAMPAGNE JEAUNEAUX-ROBIN

THE LAND

Located in the northeast of France, Talus Saint Prix is a small community with a unique terroir that sets it apart from other places in the Champenoise region. This town can be found along the Côte des Blancs and the Côte de Sézanne's periphery. The 39 hectares in all that make up the Coteaux du Petit Morin are designated as an appellation and are distinguished by their argilo-calcaire soil that is mixed with silex and white marne.

The Pinot Meunier grape, which makes up only a quarter of the entire Champagne grape growing area, serves as this zone primary cultivar. This region is known for its exceptional encépagement independence. Around 70% of this cépage was planted in Talus Saint Prix,

according to the Petit Morin's coteaux. Its uniqueness can be explained by the presence of the Petit Morin, a Marne affluent that is essential to the valley's vineyards. It brings freshness and humidity to nearby vineyards in the spring, making them vulnerable to the risk of late-season freezes. Since that the Pinot Meunier is a grape variety that starts its vegetative growth a little later, it is an obvious choice for this region.

THE DOMAINE

As can be seen above, this property has managed to set itself apart from other houses due to its distinctive terrain and varied encépagement. With a surface area of about 8,70 hectares, its annual production in 2022 was close to 45,000 bottles, which attests to the caliber and concentration of its raisins. The composition, which includes 51% Pinot Meunier, 25% Pinot Noir, 24% Chardonnay, and even 1% of the uncommon and little-known Petit Meslier, reflects the vigneron's originality and audacity. Although average yields of only 65 hectolitres per hectare, the exceptional quality of the raisins is a result of the vines' age, which ranges from 4 to 103 years. This diversity gives its wines a significant wealth and distinctive complexity.

The vineyard is also appreciative of its AB (Ecocert) certification, which attests to its commitment to producing high-quality wines while preserving the environment and the natural world. This business is a rare gem in the area, combining originality, quality, environmental awareness, and special expertise. These wines are an expression of his creativity and passion as well as the exceptional terroir that gave rise to them.

THE HISTORY OF CHAMPAGNE JEAUNAUX-ROBIN

The history of the Jeunaux-Robin champagne house dates back more than 70 years thanks to its founders, Georges and Paulette Jeunaux, the grandparents of the company's current managers. Located in the small community of Talus Saint Prix in northeastern France, they are initially referred to as "vignerons cooperators," which means that a vineyard owner who lacks the equipment to make champagne brings in his harvest to a cooperative that oversees winemaking and marketing. These founders, who have a genuine passion for the natural world and agricultural work, saw the potential of this market and fully committed themselves to building this business. For more than ten years, the house will remain a modest family house without any real aspirations to sell or a plan for business development.

None the less, in **1961**, the family adventure takes a different turn when Georges and Paulette Jeaux's son joins the adventure. Michel Jeaux arrives with a more ambitious and youthful perspective for this business. In the succeeding years, he would work with his wife Marie-Claude Robin in an effort to help the house advance professionally and gain popularity. When the two owners decide to invest in a Coquard pressoir, the house begins a new chapter in **1973**. This tool made it possible to press the raisins to create grape juice for vinification. As the family business could now produce their own champagne as a result of this investment, they no longer had to rely heavily on the cooperative to obtain their juice.

The house also undergoes a transformation in 1976 that would increase its value over time and in terms of its legacy. Marie-Claude and Michel rename the house Jeaux-Robin, giving it the names of their respective families. The fact that Marie-Claude was an integral part of the history of the company and was just as involved as Michel, the founders' son, will demonstrate the role of women in this champagne house.

In 1986, the owners decided to build a cave entrance in Talus Saint Prix in order to gain more independence. These are cellar spaces that were built under Champagne houses and were used to store and age champagne bottles. It was created in the champagne's natural calcareous layer, which provides a constant temperature and humidity throughout the year, making for ideal conditions for the wine's aging. The goal of Marie-Claude and Michel in doing this is to increase the size of their house so they can produce more and more bottles and store them more conveniently in ideal circumstances.

The current generation first joins the company in 1999. Cyril Jeaux, the son of Marie-Claude and Michel, embarks on the family adventure with his wife Clémence, this time with an even more youthful and ambitious ambition than before. The house complied with an independent vineyard charter throughout the same year.

To protect and advance the interests of small wine producers, this organization was founded in France in 1985. It brings together independent winemakers that adhere to strict quality standards based on preservation of the environment, product excellence, authenticity, and conviviality. The members of the association pledge to uphold a stringent set of regulations, including those governing the rational cultivation, vinification, bottling, and marketing of their

wines. So, the chart assures consumers that the wines they purchase are made in an ethical and handcrafted manner. (*Marque Collective Vigneron Indépendant | Vignerons Indépendants, n.d.*).

By agreeing to this chart, the house must continue to grow in order to meet all of its needs. Beginning in 2002, the household's strategy began to change as vines started to become more biologically oriented thanks to the vineyard's enherbent technique, which aims to cover the soil to prevent erosion and enhance soil quality and biodiversity. By using this method, it is also possible to reduce the use of phytosanitizer products and save production costs. (*Galbrun, 2019*)

The champagne house can even be seen resuming the traditional vinification method of elevating the wine in fût in order to produce their champagne. This technique helps the use of a specific aroma product, an aging process with a more delicate texture, and a traditional champagne-making method.

In order to meet their customers' expectations, Clémence and Cyril invest once more in a second Coquard pressoir in 2003, due to the house's ongoing growth and demand.

To better preserve the environment and show their appreciation for it, the producers stopped using synthetic chemical products (such as insecticides, herbicides, and engrais) in their fields in 2005. This was done in an effort to benefit the soil and allow it to function naturally. Only 4% of wineries are certified as organic today, which highlights the visionary nature of Cyril and Clémence's idea from about 15 years ago.

The Jeuniaux-Robin champagne experiences a significant turn in 2006, and from that point on, their marketing strategy was to export their bottles to other countries that love drinking champagne. As a matter of fact, champagne exports reached 115,8 million bottles in 2000, accounting for about 52% of all champagne sales. The three countries that showed the greatest interest in this French product were the United Kingdom (37,5 million bottles), the United States (17,5 million bottles), and Japan (7,2 million bottles). As a result, numerous companies seized this opportunity. Nonetheless, the growth was most noticeable between 2000 and 2005 as champagne exports increased to reach 134,1 million bottles in 2005, accounting for 57.5% of all champagne sales (*CIVC, 2005*).

The strategies of the house have increasingly shifted toward more environmentally friendly production over the course of 2010 as a whole. The vineyard joined the Terre et Vins de

Champagne association in 2009, which was founded in 2003 with the goal of uniting producers committed to shared values in order to promote sustainable and high-quality viticulture in the Champagne region. This demonstrates Cyril and Clémence's desire to collaborate with other regional actors who have the same vision as they do. (*Association Terre et Vins, s.d.*)

In 2015, the business once again raised its profile by working with Ecocert, an independent certification and control organization that specializes in the certification of goods derived from biological, ecological, and ethical agriculture. This demonstrates their desire to produce high-quality wines while also respecting nature and the environment. (*Ecocert, s.d.*)

Their efforts began to bear fruit in 2018, when the champagne Jeunaux-Robin had its first harvest since being certified in support of sustainable and responsible viticulture.

In 2022, the domain makes the decision to continue its commitment to the environment by purchasing further parcels in Oyes's Vallée du Petit Morin. This field expansion enables increasing the amount of cultivable land and improving the ability to produce fine wines while adhering to the strictest environmental regulations. Cyril and Clemence are excited to be able to continue investing in sustainable and responsible viticulture practices while also helping to preserve their viticultural heritage and terroirs.

The year 2023 will go down in the history of the property as a turning point thanks to the purchase of a new parcel in the Vallée de l'Ardre's Chambercy. This ambitious project was made feasible by a collaborative funding arrangement with the company Fundovino, a platform for collaborative funding devoted to the wine industry. This acquisition is part of a long-term strategy to grow the industry while upholding the values that are important to the managers, such as quality, sustainability, and environmental responsibility. (Fundovino, n.d.)

2.2 COMPETITIVE ENVIRONMENT

2.2.1 DIFFERENT STATUS OF CHAMPAGNE

More than 300 champagne houses exist today; when talking about champagne, Moët & Chandon, Veuve Clicquot, or Perrier-Jouët come to mind as just a few. However in this tightly regulated industry, there are certain statutes that must be followed in order to make champagne:

NÉGOCIANT-MANIPULANT (NM)

A corporation that purchases grapes, musts, or wines from various Champagne producers is known as a négociant manipulant (NM). They craft their own cuvées to establish their unique identities and set themselves apart from the competitors. (La Petite Flute, n.d)

In the current champagne market, the handling merchants play a significant role. The majority of champagnes sold on the market are made by them. They can range in size from big champagne houses known around the world to little independent makers.

RÉCOLTANT-MANIPULANT (RM)

The term "recruiting manipulator" (RM) is used to describe a producer who cultivates their own vines. Unlike the handling merchants, who purchase grapes, musts, or wines from different champagne producers, manipulative harvesters bottle and label their champagne exclusively with their own harvest and create it according to their unique identity.

Manipulative harvesters play a significant role in the champagne industry as they are responsible for producing approximately a quarter of the champagne consumed in the area. Unlike manipulative traders, they have complete control over the quality of their champagne. It is their responsibility to ensure that every step of the manufacturing process, from cultivating the grapes to winemaking and aging in the bottle, is carried out to the highest standard to produce the desired product. (La Petite Flute, n.d)

RÉCOLTANT-COOPÉRATEUR (RC)

A winemaker who produces champagne using their own grapes, but is also a member of a cooperative vineyard, is known as a récoltant-coopérateur. They rely on the cooperative to handle the vinification and aging of the wine into champagne, as well as the sales of the final product.

As making champagne can be costly for small producers, some harvesters may lack the necessary equipment to complete the winemaking process and create their own champagne. In such cases, they may enlist the help of a cooperative vineyard to handle the vinification,

aging, and bottling of their wine into champagne, as well as the conversion of the grapes into a bottled product. (La Petite Flute, n.d)

COOPÉRATIVE DE MANIPULATION (CM)

A group of cooperative vineyards that come together to create a single brand of champagne is called a manipulation cooperative. These cooperatives are especially important for small producers who may not have the necessary resources to create their own champagne. By joining forces, they can share the financial burden and technological expertise required to produce a high-quality product. Manufacturing cooperatives offer an attractive option for cooperative harvesters who wish to collaborate and establish a unique champagne brand. (La Petite Flute, n.d)

2.2.2 LES GRANDES MAISONS

The reputation of Champagne wines among modern consumers owes much to the prestigious champagne houses. These houses create their champagnes by purchasing raisins from wineries as well as using their own vineyards, which is common among NM. The selection and combination of cuvées is crucial for these houses to set themselves apart from the competition and establish their unique identity and style.

Champagne houses are expected to account for around two-thirds of sales and 90% of overseas exports in 2022. These large houses are often the first thing that comes to mind for consumers when they think of champagne. (La Petite Flute, n.d)

2.2.3 GROUPE LVMH

Moët Hennessy is an entity of LVMH with the most renowned wines and spirits throughout the world. The company brings together more than 26 globally recognized brands, including Glenmorangie, Belvedere and Hennessy.

In 2019, Moët Hennessy's turnover exceeded 6.4 billion euros, which is more than 12% compared 2018. The main reason for this augmentation is the high demand for its champagne brands such as Veuve Clicquot and Moët.

Moët Hennessy is seen as the market leader in luxury wines and spirits. What makes this company so special, is its six champagne houses, each known for its quality and heritage in the champagne industry. (LVMH, n.d.)

MOËT & CHANDON

Moët & Chandon has been known as the world's greatest champagne house for centuries. It was founded in 1743 by a young Claude Moët who had a vision to create the world's most sought after, elaborate and extraordinary champagne for the elite. Today, the brand still fulfills the wishes of its creator while innovating and creating quality champagnes.

With over 1190 hectares of vineyards, 50% of which are Grands Crus and 25% Premiers Crus, the estate is the largest in the Champagne region. The popularity of the Brut Imperial, its best-selling cuvée worldwide, pushes the brand into another universe.

However, Moët & Chandon is not only distinguished in the champagne industry but also in the sports industry. It has as ambassador the famous tennis player Roger Federer, and is the official partner of the Formula 1 Grand Prix. The brand image of Moët & Chandon is also found in the film industry, where it can be found in films such as *The Great Gatsby* and having partnerships with events such as the Venice Film Festival and the Golden Globes. The brand is also associated with big names in music, art and fashion. (La rédaction de larvf.com, 2023)

VEUVE CLICQUOT

Champagne producer Veuve Clicquot was established in the city of Reims in 1772. The house, founded by Madame Clicquot, is renowned for its heritage, history, quality, and distinctive brand identity. In fact, the house has been creative throughout the ages in how it has honed its champagne and became the inventor of rosé champagne.

Over all else, what sets VCP apart from the competitors is its orange hue. With its La Grande Dame cuvée, the company aims to reach a more elite market than it can with its flagship bottle Yellow Brut Label. This brand's longevity is a strong positive factor that enables it to establish its unique identity. Often referred to as Moët and Chandon's "little sister," she is active in the art, fashion, and sports worlds as well. *(De L'ange, 2020)*

DOM PÉRIGNON

When a champagne's name is mentioned, Dom Pérignon frequently comes to mind first among the public. She was founded in 1921 and is known for both her name and her opulent appearance. He is descended from a famous Benedictine infant who played a crucial part in the history of champagne. The Dom Pérignon house carefully selects the exceptional grapes from the most prestigious Champagne vineyards to create and develop some of the world's finest champagnes.

As every luxury brand, Dom Perignon produces in limited quantities, setting it apart from the competition and making its bottles uncommon. The champagne Dom Pérignon is frequently served at high-end events and has included internationally famous artists like Lady Gaga and Lenny Kravitz. *(Dom Perignon, 2022)*

2.2.4 GROUPE PERNOD-RICARD

The Pernod Ricard Group, owned by billionaire François Pinault, is a French company that has established itself as one of the world's leading producers and distributors of wines and spirits. With a sizeable portfolio, the group is widely known for its range of spirits such as Chivas Regal, Absolut vodka and Jameson Irish Whiskey. However, the company also owns renowned champagne houses such as Perrier-Jouët and G.H. MUMM, which are known for their high quality champagnes *(Pernod Ricard, Créateurs De Convivialité, n.d.)*

PERRIER-JOUËT

Founded in 1811 in Épernay, this champagne house has earned a reputation for producing high quality champagnes, characterized by the elegance of their floral design bottles. Since

its acquisition by the PR Group in 1959, the brand has maintained its commitment to excellence and its historical roots in champagne production. (*Perrier-Jouët, n.d.*)

2.2.5 OTHER MAISONS

OTHER MAISONS:

In the champagne industry, there are both established leaders, such as those mentioned above, and smaller producers who specialize in unique products. To differentiate themselves, these smaller producers may focus on their house identity through grape varieties, cuvées or traditional production methods. While they may not have the same size and global recognition as the market leaders, they are often highly respected for their skill and dedication to producing high quality champagne.

TAITTINGER

Founded in the city of the coronation in Reims in 1734, Taittinger has the status of being one of the oldest and most prestigious houses in the region. Its production of refined, high quality and elegant champagnes, the house is considered to be among the best on the market.

In 2023, Taittinger owns and operates about 300 hectares of vineyards in the best vineyards of the region, including Avize, Le Mesnil-sur-Oger and Chouilly.

Like all houses, the brand offers its classic range of products that attracts a wide range of customers, including the traditional Brut Réserve cuvées, and reaches a more prestigious clientele with its Comtes de Champagne Blanc de Blancs cuvée. (*Champagne Taittinger, n.d.*)

BOLLINGER

Bollinger is a renowned champagne house, established in 1829 in Aÿ. It has become one of the largest and most well-known champagne producers globally. The company is famous for its robust and complex flavor, which is crafted using traditional vinification techniques. Additionally, some of its cuvées undergo chène fermentation.

Bollinger is highly recognized in the movie industry for being James Bond's preferred champagne. The champagne brand has been associated with the franchise since the original novels, where James Bond drinks Bollinger. (*Champagne Bollinger, n.d.*)

BILLECART-SALMON

Billecart-Salmon is a champagne house that was established in 1818 in Mareuil-sur-Aÿ. The company is renowned for its elegant and refined style, which is achieved through the use of traditional vinification techniques to preserve the freshness and purity of the aromas in its champagnes.

In addition to its commitment to quality, Billecart-Salmon is also an innovative company in the champagne industry. The company is dedicated to promoting sustainability and environmental protection, and has implemented measures to reduce carbon emissions and household energy use. These include using renewable energy sources and minimizing production-related waste. (Champagne Billecart-Salmon- Maison Familiale Fondée En 1818 | Site Officiel, n.d.)

3 INTERNATIONALISATION

Globalization, meaning the integration of all national economies, including the flow of goods, services, technology and information across international borders (Corporation, n.d.), is an economic term that is governed by three major factors: technological, economic and political. In his 1999 book "The Lexus and the Olive Tree", the author explains globalization as a phenomenon that has truly impacted our society into a globally interconnected economic and political system. According to him, trade liberalization, the digital revolution and political developments have accelerated globalization and economic opening. This would have been one of the reasons for the integration of global economies, which have had rather significant repercussions for businesses, governments and individuals (Friedman, 2007).

In the book "The World is Flat", published by economist Friedman in 2007, he explains that the phenomenon of globalization is a level playing field where every individual or company

can participate regardless of its geographical location. On the other hand, Svend Hollensen, a famous Danish economist and professor, explains in his book "Global Marketing: A Decision-Oriented Approach", that it is necessary for companies to participate in the global market because of its interconnectedness and the competitiveness offered. (Hollensen, 2013)

Globalization has truly changed and revolutionized the world, giving birth to a globally connected economic and political system. In order to participate in this change and in this global market, companies and individuals must become familiar with the technology that has become indispensable for this.

3.1 INTERNATIONALIZATION: CONCEPT DEFINITION

3.1.1 MARKET DEVELOPMENT STRATEGY

Internationalization is a phenomenon that has long shared economists around the world. Indeed, according to some researchers, the history of this process dates back to the 18th century. It was Adam Smith who would have propelled this idea in his book "The Wealth of Nations" written in 1776. This book explains economic theories on money, labour and the market while analyzing different economic systems. For another part of the economists, this idea dates from the 20th century and more precisely from the Bretton Woods conference in 1944, which would have been the key moment of this economic concept. Topics on geopolitics are discussed in order to implement a world monetary organization to promote the reconstruction and economic development of countries affected by the war. Many theories have emerged to explain this complex and ever-changing process over time:

- Theory of comparative advantage by *David Ricardo*
- Theory of the Multinational Firm by *John Dunning*
- Theory of product life cycle by *Raymond Vernon*
- Theory of national competitiveness by *Michael Porter*

However, the Russian American economist Igor Ansoff developed a more contemporary theory that allows a different interpretation of a company's internationalization strategy.

This theory of growth, published in the Harvard Business Review in 1957, puts forward a strategy that allows the notion of market to intersect with that of the novelty of a product or

service. The main objectives of this theory are to help companies develop growth strategies based on their market and their environment. (Hollensen, 2013)

Igor Ansoff bases his theory on 4 main pillars:



Figure 4: The Ansoff Matrix

Source: *Contributeurs aux projets Wikimedia (2020)*

Market penetration: The objective of this penetration is to increase sales of the types of products and services that a company offers in the market. According to Ansoff, this first pillar is the number one strategy to adopt.

Market development: This strategy is useful in order to enter a new market with existing products. Companies can explore new markets around the world with existing products to maintain growth momentum.

Product development: Ansoff's product-market matrix would involve the introduction of new products to achieve growth and expansion.

Diversification: This corresponds to the introduction of a new product on a new market

3.1.2 INTERNATIONALIZATION DRIVERS AND MOTIVES

According to the economist YIP, there are 4 factors that must be respected for companies to internationalize:

- **Cost drivers:** Costs can be reduced by internal use in three different ways. By increasing scale economies, taking use of country-specific variations in labor and material costs, and taking advantage of advantageous logistics, internalization of operations can help businesses cut costs. Yet, for these benefits to materialize, businesses must be able to adapt to global market demands and maintain a high standard of their goods or services.
- **Competitive drivers:** Opportunities for globalization are provided by the concurrent globalization factors. In this case, the globalization is seen as a strategy integrated at the global scale rather than a straightforward international strategy (*Mintzberg et al., 1998*). The pressure for global cooperation and global trade is increased as a result. This gives businesses a chance to successfully compete against one another. The pressure on rivals to implement a rivalry strategy has increased as a result of globalization. This increases the competitiveness and comparative advantage of global businesses.
- **Government drivers:** A company that wants to establish itself on the global market must meet the requirements and governmental regulations of the nations where it plans to establish its operations. Tariff barriers, subsidies given to regional businesses in the target country, or technological standards set by the government of the target country are a few examples of regulations with which she could have to contend. So, it is crucial for businesses to understand these challenges in order to enter a new market.
- **Market drivers:** One of the drivers of globalization, the standardization of markets benefits multinational corporations. It enables them to increase their revenue and discover new potential markets while selling standardized products across the globe. To succeed in the global market, however, businesses must be able to take on the competition and provide distinctive goods and services

The economist Dunning breaks down the reasons why a company might want to expand internationally into three parts. According to him and his theory, a business decides to go global when it has unique advantages that allow it to compete with other businesses on worldwide markets. (Hollensen, 2013)

- *Ownership benefits:* The benefits of property are well known and include the company's abilities, know-how, and assets that give it a competitive edge in foreign markets. An innovative technology developed by a business, for instance, may give it an exclusive advantage that enables it to sell its goods globally.
- *Localization Benefits:* The term "localization benefits" refers to advantages associated with the geographic location of the business.
- *The benefits of internationalization:* refer to those that result from an organization's ability to coordinate its global operations.

According to Dunning, if a business has at least one of these advantages, it will be able to compete with other businesses on worldwide markets and should therefore expand internationally.

3.1.3 INTERNATIONALIZATION ADVANTAGES

Prior to expanding internationally, a company must first identify benefits for the company as a whole:

- **Increasing their revenue:** Businesses that are either in a dominant position on a market or who are in a saturated market will have difficulty expanding further and increasing their revenue. Yet, expanding internationally opens new opportunities, such as a new clientele. So, these new markets are advantageous for a business to increase its revenue.
- **Risk diversification:** A company expanding internationally won't be entirely dependent on the country in question if that country is experiencing a crisis within its borders

(COVID-19). In other words, the good circumstances in some countries will make up for the crisis in others.

- **Improvement of the brand image:** When a business sells in another market, it helps its international recognition. This means that more consumers will become familiar with the brand and consider it when making a purchase.
- **Increased competitiveness:** Because goods are sold beyond these borders, the market's size is larger, which increases competition. So, in order to outcompete these competitors, businesses must increase their productivity by lowering costs and encouraging innovation.

3.1.4 INTERNATIONALIZATION BARRIERS AND RISKS

Despite any advantages, there are still these limitations and potential risks for an organization. (Hollensen, 2013)

- Insufficient finances
- Insufficient knowledge
- Lack of foreign market connections
- Lack of export commitment
- Lack of capital to finance expansion into foreign markets
- Lack of productive capacity to dedicate to foreign markets
- Lack of foreign channels of distribution
- Management emphasis on developing domestic markets

According to Hollensen, it is possible to divide internationalization barriers into three separate groups. (Hollensen, 2013)

- **General market risks:** This includes competition from other firms in foreign markets, differences in product usage in foreign markets, language and cultural differences, difficulties in finding the right distributor in the foreign market. (Hollensen, 2013)
- **Commercial risks:** This includes exchange rate fluctuations when contracts are made in a foreign currency, failure of export customers to pay due to contract dispute, bankruptcy. (Hollensen, 2013)

- **Political risks:** include foreign and national government restrictions and export policies, lack of government assistance and high foreign tariffs (Hollensen, 2013)

3.2 DIFFERENT INTERNATIONALIZATION MODEL

This section will analyze the various theories on the process of internationalization. In fact, an organization may adhere to many internationalization models depending on various structural, operational, financial, etc. characteristics (Hollensen, 2013).

Thanks to the suggested bibliography from the academic environment, the analysis will be possible. This section will be devoted to two internationalization model theories. The Uppsala model will be the first topic covered in this research. The analysis of the Born-Globals model will also be looked at in the second section.

3.2.1 THE UPPSALA INTERNATIONALIZATION MODEL

Having been born in the 1970s at the university of Uppsala in Sweden, two Swedish researchers, Johanson & Vahlne, focus on the process of internationalization after being inspired by Aharoni's work in 1966. They studied Swedish manufacturing companies in order to analyze this. They were able to create a model for choosing the market and the business's entry method when expanding abroad based on their analysis and findings. (Hollensen, 2013)

These two researchers establish that businesses appeared to be expanding their operations overseas in markets that were somewhat close to their own, this is due to the language, the culture, the knowledge of the markets. Also, through exports, businesses are expanding into new markets. (Hollensen, 2013)

Both researchers suggests that businesses should start off by exporting, according to the Uppsala model. It is a non-common practice for businesses to enter a new market through more difficult investment strategies, such direct investment. Johanson & Wiedersheim-Paul also identify four ways to enter a new market that is located outside of their own country's borders. It is feasible to separate these 4 steps into groups based on the higher degrees of impact they had on the new markets. (Johanson & Wiedersheim-Paul, 1975)

- Stage 1: Sporadic export

- Stage 2: Export modes
- Stage 3: Establishment of a foreign sales subsidiary
- Stage 4: Foreign production/manufacturing units.

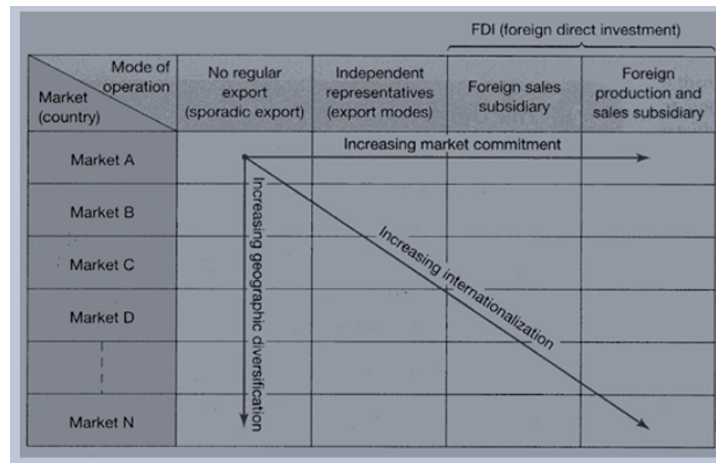


Figure 5: The Uppsala internationalization model

Source: Hollensen (2013)

Yet, this model faced criticisms over its discovery. Johanson and Mattson take issue with the model put forth by the two Swedish researchers. They claim that this model failed to take into account the interdependencies between the markets of various countries. If a company manages its various national markets as interdependent entities rather than as completely separate ones, it will be seen as having more global reach. This model is also challenged by a phenomenon called « *leapfrog* ». In fact, this phenomenon suggests that businesses are increasingly trying to skip steps in the establishment process and begin operations as soon as possible in geographically remote markets. As a result, the pace of the internationalization process appears to generally be accelerating. The world is also becoming more homogeneous, according to Nordström, and as a result, psychological distance has decreased. Today's businesses now have easier and quicker access to information on international business. (Hollensen, 2013).

This concept equally displays its limitations in various fields. The geographical restriction is part of the reason why this model is initially directed on Swedish businesses, indicating that this theory cannot be applied to all businesses worldwide. Although this model was developed to explain the behaviors of businesses in the marketplace rather than forecast their performance, the lack of predictability can also be seen as a limitation.

Despite frequent criticism, this model has received strong support from studies covering a wide range of nations and circumstances.

3.2.2 BORN-GLOBAL INTERNATIONALIZATION MODEL

"Born-Global" is a model of internationalization that first appeared in the 1990s. It provides a theoretical framework for how young businesses can succeed in quickly becoming global and engaging in worldwide business activities soon after being founded. Contrary to more conventional theories, these ones explain how young businesses can quickly become competitive on a global scale thanks to the emergence of new technology, new markets, but most importantly thanks to the emergence of globalization.

What is meant when we discuss a company like Born-Global is *"a firm that from its inception pursues a vision of becoming global and globalizes rapidly without any preceding long-term domestic or inter- nationalization period"* (Oviatt and McDougall, 1994; Gabrielsson and Kirpalani, 2004). It may also be regarded as a PME with less than 500 employees, with an annual revenue below \$100 million, and relying on cutting-edge technologies to create unique, relatively one-of-a-kind products or processes. (Hollensen, 2013).

This model can be explained in some major hypothesis. This theory explains, in part, why an entrepreneur who has experience working in a global industry will have a more global focus for their business than someone who has never had that experience. The model continues by explaining that the use of information technology is a necessary tool for young businesses to overcome barriers to entry into international markets. Because they are operating in more complex and competitive commercial environments than their national competitors, the businesses using this approach see stronger innovation. (Hollensen, 2013).

This model has a lot of advantages for its user, but it also has some disadvantages.

- **Risks related to international diversification:** Businesses that are considered to be Born-Global may face greater risks as a result of their international expansion, such as the risk of exchange rate swings.
- **Increased competition:** The fact that the Born-Global are focusing on new international markets puts them in competition with businesses that have been here for a while or are also local businesses.
- **Reputational risks:** Due to their lack of knowledge of local and international markets and business practices, this is seen as a risk. (Knight, G. A., & Cavusgil, S. T, 2004)

But however, for the Born-Global, globalization does not seem to be a choice but rather a necessity. They are being pushed toward globalization by global clients and overly small national and regional market sectors. (Hollensen, 2013)

3.3 COMPARISON OF THE UPPSALA AND THE BORN-GLOBAL MODELS

As see above, the Uppsala model and Born-Global theory each explain how an organization might go global, albeit in rather different ways. (Hollensen, 2013)

In fact, the Uppsala model now has a development and growth mindset. Before venturing into more distant markets, the model wants to start this evolution by establishing itself in nearby and familiar countries to the one where the business is located. According to this technique, businesses are able to gradually learn about new international markets, which gives them experience over time. (Johanson, J., & Vahlne, J. E, 2009).

On another note, when the term "born-global" is mentioned, it refers to the possibility for businesses to be founded with an international vision and goal in mind and the desire to enter new markets. They use more contemporary tools, such as communication technologies, to better navigate the new markets, in order to succeed in this. (Knight, G. A., & Cavusgil, 2004)

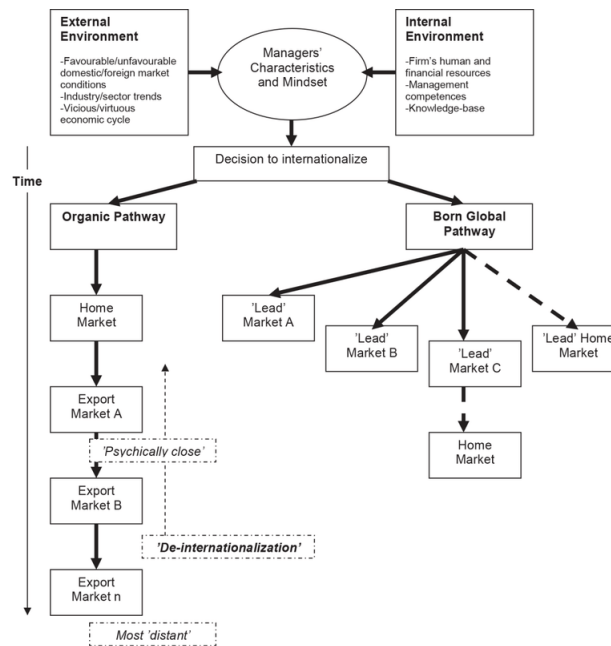


Figure 6: Difference between the Uppsala model and the Born-Global mode

Source: Hollensen (2013)

3.3.1 CHAMPAGNE JEAUNAUX-ROBIN INTERNATIONALIZATION MODEL AND HOLLENSEN'S INTERNATIONALIZATION PHASES

Based on an understanding of the Uppsala model and the Born-Global concepts presented in the academic works, an examination and observation of the best theory will be made in this section for the champagne Jeauxnaux-Robin.

Examine the Uppsala model for champagne Jeauxnaux-Robin: If this champagne brand wants to focus on this type of strategy, it must first establish a strong presence in its country of origin, in this case, France. The company can afterwards start taking the theoretically anticipated steps toward internationalization once it is firmly established on its home market. In actuality, this means that it will be looking for new markets in areas that are relatively close to its country of origin. In fact, doing so will enable it to enter these markets with lower risks, and by doing so gradually, it will have better awareness of it.

Now let's look at the Born-Global model for Jeauxnaux-Robin champagne: One of this model's key characteristics is that businesses are often small and employ few people, just like this house. Since Cyril and Cl  mence Jeauxnaux joined the company, a more global vision has

been established. Their production of bottles rises year after year, potentially transforming them into a global brand. If the Champagne Jeunaux-Robin used this strategy, it would need them to not question the geographic distance and the different cultures.

Yet, the Jeunaux-Robin champagne is not fully represented in these models. In fact, the company cannot be regarded as a Born-Global given its history of more than 70 years. These businesses have as one of their goals expanding internationally into new markets. This wasn't the case for the first generation of Jeunaux-Robin champagne. The champagne house does not use all the technologies that Born-Global companies do, which may make it different from this theoretical frame.

The company is not fully integrated in the Uppsala model either, in fact Jeunaux-Robin champagne has already fully developed its activity in its country, France, for several decades. Moreover, this company has begun to expand internationally, particularly into far-off nations like Australia and Japan, which prevents it from fitting completely into the paradigm that the two Swedish studies have put forward. The champagne Jeunaux-Robin also collaborates with many exporters who can inform them of the benefits and risks of the nations they wish to visit.

For these reasons, we are unable to categorize the Jeunaux-Robin house under just one of these theories. The best course of action for this champagne would seem to be to switch between these two models and employ a hybrid strategy. The Jeunaux-Robin champagne should continue to concentrate on its country of origin, France, while also expanding its exports to other champagne-producing nations.

In order to establish this strategy, Hollensen outlines in his book a theory based on five greatest challenges for every business wishing to expand internationally and enter a new market. (Hollensen, 2013)

4 THE STATE OF THE QUESTION

4.1 PHASE 1: INTERNATIONALIZATION OR NOT?

Thanks to the first part which shows us the different internationalization models, the observation shows that the internationalization plan proposed by Hollensen is more appropriate for the Champagne Jeunaux-Robin.

This model is based on a broad development and analysis in order to carry out this internationalization in the best possible way.

In order to follow the Hollensen (2013) model, we need to construct a SWOT analysis of the company in question. It is crucial to examine the internal but also external aspect in order to know the important parameters of this process.

SWOT ANALYSE CHAMPAGNE JEAUNAUX-ROBIN

<u>Strengths</u>	<u>Weakness</u>
<ul style="list-style-type: none"> • Superior product: Jeunaux-Robin Champagne has the potential to stand out and differentiate itself by producing high quality champagnes. The management focuses on traditional manufacturing methods, taking the time to establish the best vintages and being organic. • Authentic branding: The owners emphasize their small house feel, which creates an authentic, artisanal brand image, attracting champagne lovers who appreciate the craftsmanship and uniqueness of this champagne • Flexibility and responsiveness: As a small champagne house, it can be more agile and responsive to 	<ul style="list-style-type: none"> • Limited resources: Given its size compared to the competition, this champagne house may face constraints in terms of financial, human and material resources. This may limit its ability to invest in advertising, expansion or modernization of equipment due to the cost of the market. • Limited visibility: Because of its small size, the Champagne House may have difficulty in making itself known in an already saturated market. • Limited distribution: This champagne house may have difficulty establishing widespread

<p>changing market trends and customer demands</p>	<p>distribution with many bottles on sale.</p>
<p><u>Opportunities</u></p> <ul style="list-style-type: none"> • High-end consumer trend: Due to the crisis of the covid, the market for high-end products, including champagne, is constantly growing which can be an opportunity for the champagne house. Targeting consumers who are willing to pay a higher price for premium products and a unique experience. • Exporting to new markets: As new markets are always expanding, Champagne Jeunaux-Robin can seize the opportunity to export its products to new international markets. • Diversification of the product range: The fact of establishing new vintages, of diversifying in other ranges of qualities such as rosé, of making creations of POSM, the house of champagne can consider touching another customers 	<p><u>Threats</u></p> <ul style="list-style-type: none"> • Intense competition: The champagne market is highly competitive and saturated. Many large champagne houses are established and small businesses can be found in every village in the Champagne region. It is therefore necessary to find ways to stand out and compete with established competitors. • Regulations and restrictions: The champagne industry is subject to strict regulations in terms of production, distribution and labeling

As we can see in this SWOT analysis, the Jeunaux-Robin champagne knows strengths, weaknesses, opportunities, and threats.

According to Cyril Jeuniaux, one of the main strengths of his champagne is its quality and history. Indeed, it is found in a little-known terroir of champagne, Le Petit Morin, in Sézanne. Its quality is different to its competitors who can find themselves more on another sector of the Champagne region. The work and investment that the producer also puts in his cuvées, make this champagne has a higher quality than the competition. The house also has an emotional rating with its consumers, because the fact that it is a small house, they feel closer to the products which is a real strength for this champagne.

Jeuniaux-Robin champagne has certain weaknesses that it must take into account and analyze in order to succeed in the harsh champagne market. First, its access to limited resources in terms of finances, personnel and equipment compared to the competition limits it in its progress. Although the development of the house has been visible for more than 20 years, the operation cannot compete with the material, human and financial advances of other large houses.

Rather promising opportunities are good for the Jeuniaux-Robin champagne to exploit. First, the growth of consumers consuming high-end products, accentuated by the Covid crisis, offers a significant opportunity for the champagne house. A strategy that targets good customers willing to pay a higher price for quality products is an opportunistic one to grab. Exporting to new markets seems to be one of the most interesting opportunities to seize. Indeed, developing in expanding international markets, the champagne house can find a way to increase its visibility and attract new customers. This can be particularly beneficial thanks to the renown of champagne throughout the world. By seizing all these opportunities, Jeuniaux-Robin champagne can increase its growth, strengthen its market position, and stand out from the competition.

As in any sector or market, Jeuniaux-Robin champagne must also face threats in its commercial, financial and human environment.

First, champagne being a market with a competitive intensity is a major threat. This market being highly saturated, with many large champagne houses and small businesses present in every village of the region of Champagne, represents a threat because it is hard to stand out and compete with well-established and long-standing competitors in this market. In addition, alcohol regulations and restrictions are another threat to this champagne house. The alcohol industry, and more specifically champagne, is subject to strict production, distribution and

labelling regulations. If there is a breach of these regulations, the house may experience legal problems, end up having to pay fines and damage the reputation of the champagne house.

In conclusion, as champagne is a world famous product, it seems important for a champagne house to internationalize in order to make its products known across the 4 continents. The Jeaux-Robin champagne has very interesting opportunities and strengths to establish itself in new markets. It is therefore appropriate to establish an internationalization plan for this champagne.

FIVE FORCES MODEL

Through Hollensen's studies and writings, he proposes to use Michael Porter's (1980) five forces model to establish a strategy. Indeed, this is an analytical tool used to evaluate the attractiveness and competitive intensity of a specific industry

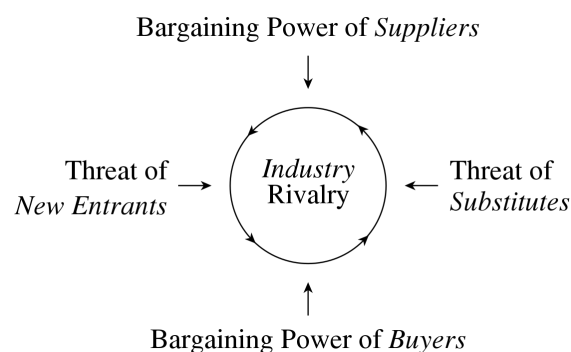


Figure 7: Five forces model

Source: Before You Continue

This model explains that a company's role is not only to be able to adapt to the competition, but also to adapt to its customers and the authorities. In this model, the 5 big forces that the company must respond to are suppliers, new entrants, customers, substitute products and competitive rivalry.

We will therefore analyze the Champagne Jeaux-Robin company with this model:

Threat of new entrants: There is a threat of new entrants in the champagne market although this is quite low since the champagne industry is regulated and champagne production requires specific expertise. New businesses could be possible with the purchase of an exploitation, or by inheriting vineyards. The notoriety of the champagne house makes the quality of the products and its heritage a barrier to new entries.

Bargaining power of suppliers: Champagne Jeaux-Robin depends on several types of negotiators. Indeed, it depends on bottle suppliers, disgorging suppliers, bottling suppliers and so on. If good relationships are established with suppliers and the agreement is long term, it can benefit from more favorable supply conditions. However, the uncertainties of weather and crises could affect negotiations with the suppliers.

Bargaining power of buyers: In the case of Jeaux-Robin champagne, the bargaining power of customers is rather low. Indeed, customers are looking for a quality champagne and quite niche, so they will be willing to pay a higher price in order to obtain this product. However, it is important to monitor the evolution of consumer preferences and price sensitivity. Price inflation or deflation could have an effect on the bargaining power of customer

Threat of substitutes: This is a real risk for the champagne market. Many products from other parts of the world can compete with champagne because of their similarity and much lower price. Sparkling wines and cava are examples among many others. However, the appellation benefits from a distinct reputation and association with special celebrations, which can limit the threat of substitutes. Champagne houses can continue to attract consumers by highlighting the superior quality, craftsmanship and unique experience they offer.

Industry rivalry: The champagne industry is competitive, with numerous established champagne houses that have earned international recognition throughout the years. Due to the competition for market share, brand recognition, and innovation, there may be fierce competitor rivalry. However, as a smaller champagne house, direct competition may be more constrained in comparison to larger champagne houses.

In conclusion, thanks to the model of the five forces proposed by Porter, we can analyze possibilities and challenges for the Jeaux-Robin champagne. The company enjoys a strong

reputation of champagne, its quality products and its loyal clientele, which mitigate the threat of newcomers and the bargaining power of buyers. However, the presence of substitutes and competitive rivalry within the industry requires that the company continually differentiate and emphasize its unique qualities. Overall, by understanding and addressing the dynamics of the five forces, Champagne Jaunaux-Robin can develop strategies to successfully navigate the industry and support its growth in the champagne market.

4.2 PHASE II: WHICH MARKET TO PENETRATE?

Once we have decided if an internationalization plan is possible or not, we need to look at the possible markets to carry out this process. It is crucial to first analyze the political and economic environment (macro-environmental factors) in order to be more precise about the markets we are looking for.

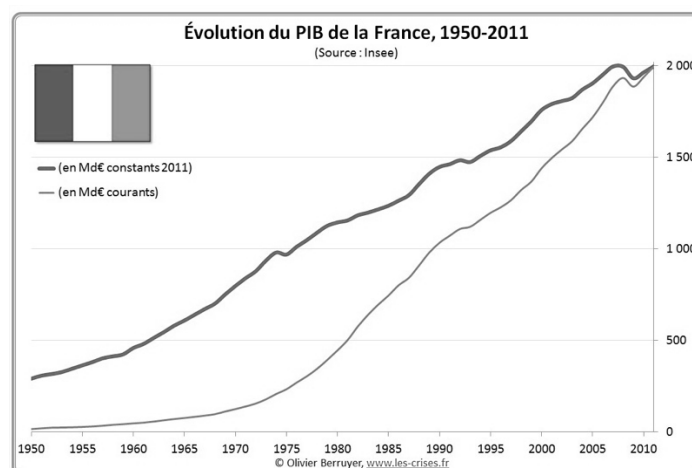
First, we will analyze the country of origin of the company, in this case France. The analysis of the political and economic environment of the country of origin is of great importance, because it allows us to know the basis of the company and this will help us to compare with the other countries in which we want to settle.

We will be able to find these two factors in the PESTEL analysis, which will be useful to us during this research. We will not analyze the Jaunaux-Robin champagne in question, but we will analyze the country of France.

- **Political factor:** France is a democratic republic with a stable political system. Governmental policies, including tax and commercial regulations, have an effect on the economy. France is a member of the European Union and actively engages in regional and global politics.
- **Economic factor:** France has one of the largest economies in the world, with a very high nominal GDP, which has been growing since the 1960s, as shown in the graph. Between 2000 and 2008, France experienced a period of sustained economic growth, with a steadily increasing GDP. However, the global financial crisis of 2008 had a significant impact on the French economy, resulting in a period of economic slowdown. It is also important to note that the COVID-19 pandemic, which began in 2020, had a major impact on the global economy, including France. Due to the containment

measures and restrictions imposed to contain the spread of the virus, many economic sectors have been affected, resulting in a significant contraction of GDP in 2020 (*Insee, n.d*). Its economy is diversified, based on key sectors such as agriculture, which represents a turnover of about 81 thousand euros (Les Chiffres Et Statistiques 2023 Du Marché Agricole, n.d.), industry, tourism and financial services. France is the second most visited country in the world, which contributes significantly to its economy.

It is also necessary to look at the CPI of France in order to estimate, between two given periods, the average variation of the prices of products consumed by households. These represent more than 4.3%, which has a real impact on household consumption of luxury products such as champagne. (*Comment Suivre L'évolution Des Prix À La Consommation ?, n.d.*)



Graph 3: Evolution of the French GDP from 1950-2011

Source: INSEE

- **Social factor:** The French population has access to a strong health care system and quality education which are important factors for the future of this country. France is experiencing an aging population which can be considered good or bad for the champagne market as it is the over 47s who consume the most bottles per year. (*Hermine, 2016*).
- **Technological factor:** France encourages innovation and supports companies specialized in the agricultural sector.

- **Environmental factor:** France has put standards and laws in place to preserve its territory. Indeed, the French regulation frames the use of chemical products in agriculture, including the use of pesticides and fertilizers but also the protection of water and soil.
- **Legal factor:** In France, the Ministry of Agriculture and Economy exists to meet the expectations of producers

Thanks to this PESTEL analysis, we can analyze the countries that could be similar to France, because it is easier to penetrate a market with a similarity to its country of origin than the opposite. An internationalization plan seems to be well suited thanks to this analysis.

We will therefore use the approach proposed by Hollensen with his International Market Selection (IMS) method, which is mainly based on a combination of the environment and the company itself.

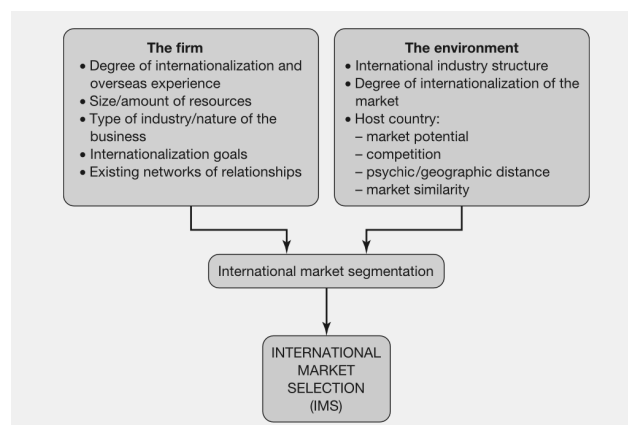


Figure 8: Potential determinants of the firm's choice of foreign markets

Source: Hollensen (2013)

The environment: The champagne industry and market is as seen above a dynamic and competitive market. It is often the large champagne houses that have acquired many small houses and wineries, while having the vision to establish strategic alliances to strengthen their competitiveness in the global market. In this context, it is essential for small champagne

houses to understand their environment and assess the opportunities and challenges to remain competitive on a global level.

Global competition in the champagne industry requires a thorough analysis of the selected destination country. Each country has its own environmental, economic and legal characteristics that influence the sale and distribution of champagne. Champagne Jeunaux-Robin must therefore carefully study the specific environment of each market in order to determine the path that will allow them to be competitive at a global level

The firm: Jeunaux-Robin champagne is a company that already knows the process of internationalization because it has been able to establish itself far from its own border (Australia, United States). It is therefore essential, with the planned growth of this house, such as the purchase of vineyards, buying a press coquard or even potentially employing more staff to prepare well to become an international company. The objectives set for Jeunaux-Robin champagne are to grow and expand internationally thanks to the quality of their champagne cuvées, while consolidating a brand image by penetrating markets with growth potential.

Following this, Hollensen proposes us to follow the process of international market segmentation, present in the graph below

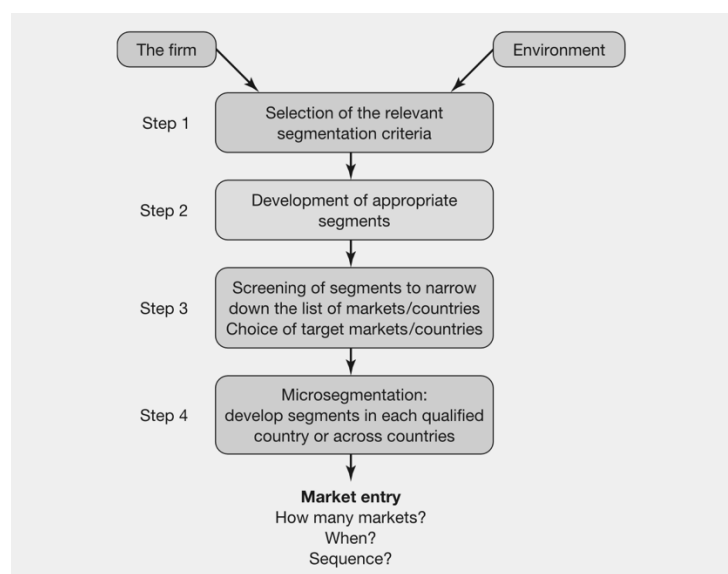


Figure 9: International market segmentation

Source: Hollensen (2013)

Steps 1 and 2: Defining criteria and developing segments

Hollensen, develops the first two steps to follow for market segmentation. In fact, according to him, the definition of the criteria is the first step in the elaboration of the segments to be followed. It is necessary to select the variables or characteristics that will be used to divide the market into meaningful segments. The segments are geographically, language, economy and attitude and taste aspect. (Hollensen, 2013)

In order to better select the countries on which the company can internationalize, it is crucial to examine factors when selecting potential markets. We can therefore say that the risks to be taken into account are economic and political. Thanks to this, we can say that a proximity between these two factors is necessary in order to penetrate the market of the new country chosen. However, Jeaux-Robin champagne is already strongly established in European countries, so it is necessary to locate countries on other continents. We also have to find countries where there is a good agreement between France in order to export its products to that country.

We have established the countries on which we want to go and see which is the best decision.

Countries	▼↑
Argentina	
Brasil	
Canada	
China	
Hong Kong	
Japan	
Mexico	
New Zelande	
Russia	
Singapore	

Graph 4: Countries selected for internationalization

Source: Own Elaboration

We will now analyse these countries with the criteria we have mentioned above:

Geographical factor:

A criteria to be taken into account is the geographical distance between the producing country and the countries studied. Indeed, this would allow us to see first of all which countries are the furthest away and which could be much more expensive to export. Thanks to this, here is the analysis of the countries in ascending order closest to France.

Countries	Distance con Paris en KM
Russia	6,217 Km
Canada	6,837 Km
China	8,017 Km
Brasil	8,802 Km
Mexico	9,184 Km
Hong Kong	9,779 Km
Japan	9,844 Km
Singapore	10,781 Km
Argentina	11,663 Km
New Zelande	18,500 Km

Graph 5: Distance in km between countries and Paris

Source: Own Elaboration

With this table we can therefore observe that there are countries that are very far away (more than 10,000km) from the producing country, in this case France. We also observe that the two closest countries are Russia and Canada. However, a single geographical analysis cannot make a decision, so it is important to evaluate the other factors of my segmentation.

Language factor:

As in all companies, it is necessary to speak English in order to communicate well with other countries. Indeed, it is one of the most spoken languages with more than 60 countries that English as their first language and with more than 1.5 billion people who speak this language. However, it can also be interesting to treat in French because this language represents more than 36 countries that have it with more than 300 people who speak it.

Concerning English, in the list presented there are 4 countries concerned, for the French part there is only one country. So it would be interesting to look at those countries.

Countries ▼	Languages of country ▼↑
Russia	Russian
Canada	English-French
China	Chinese
Brasil	Portuguese
Mexico	Spanish
Hong Kong	Cantonese - English
Japan	Japanese
Singapore	Mandarin - English
Argentina	Spanish
New Zelande	English

Graph 6: Language spoken in the country

Source: Own Elaboration based on Wikipedia

Economic factor:

In order to understand the economic factor of countries, we will analyze the GDP expectations in each country for 2025. Indeed, analysis over a period of more than five years provides a better understanding of the country's macroeconomic and economic environment.

Countries ▼	GDP evolution in 2025 ▼↑
Russia	1,20%
Canada	4.26%
China	7.38%
Brasil	3,50%
Mexico	1,90%
Hong Kong	0,80%
Japan	1,50%
Singapore	2,50%
Argentina	1,80%
New Zelande	0,40%

Graph 7: GDP evolution in 2025

Source: Own elaboration based on Statista

With this chart, we see that both countries with the highest GDP projections in 2025 are China and Canada. We also note that Mexico expects strong GDP growth in the coming years.

Attitude and taste factor:

It is also important to understand which markets consume the most alcohol. Indeed, a market with a strong consumption will be interesting folds to analyze and to establish itself there because the product will speak more to the population and will sell more.

Countries	Litres of alcohol consumed per inhabitant (15 years +)
Russia	7,69 L
Canada	8,2 L
China	5,62 L
Brasil	6,19 L
Mexico	4,25 L
Hong Kong	-
Japan	6,82 L
Singapore	1,85 L
Argentina	8,22 L
New Zelande	9,12 L

Graph 8: Litres of alcohol consumed per inhabitant (15 years +)

Source : Own elaboration based on Classement Des États Du Monde Par Consommation D'alcool

As can be seen in the table below, the countries with the highest alcohol consumption are New Zealand, Argentina and Canada. This can once again help us to understand on which market Jeauxnaux-Robin champagne can penetrate.

Cultural factor:

In order to understand the cultural aspect of a country, a famous Dutch psychologist named Hofstede sets up an analysis based on five dimensions (2010): distance to power, individualism-collectivism, masculinity-femininity, uncertainty avoidance and long-term orientation. Indeed, these five elements allow us to link the similarities and differences with

French culture. We will therefore analyze the countries in question thanks to this analysis in order to find countries that are culturally close to France.

Countries	Power to distance	Individualism-collectivism	Masculinity-femininity	Uncertainty avoidance	Long-term orientation	Indulgence
France	68	71	43	86	63	48
Russia	93	39	36	95	81	20
Canada	39	80	52	48	36	68
China	80	20	66	30	87	24
Brasil	69	38	49	76	44	59
Mexico	81	30	69	82	24	97
Hong Kong	68	25	57	29	61	17
Japan	54	48	95	92	88	42
Singapore	74	20	48	8	72	48
Argentina	49	48	58	86	20	62
New Zelande	22	79	58	49	33	75

Graph 9: Sociocultural distance between countries according to Hofstede

Source: Own elaboration based on Hofstede (2010)

The different countries must be interpreted with the situation of France based on the Hofstede model to assess the socio-cultural distance between the two countries (Table 8). Using this process, we can say that the most socio-culturally similar countries would be Canada and Brazil.

It is important to interpret these two countries with the above analysis. Thanks to these results, the expansion plan of Jeaux-Robin will be done in the Canadian market.

Regarding Canada, it is important to note that the champagne market is growing rapidly. The Canadian population has a growing interest in fine wines and quality spirits, which makes it a promising destination for champagne producers such as Jeaux-Robin. As the country is located across the Atlantic, this does not represent a real export problem in the long term. Economically, we have a very strong and prosperous economy, with high purchasing power and a growing demand for high-end products. Canadian consumers are increasingly willing to explore and appreciate quality wines, which creates many opportunities for champagne producers. Canadians also have a penchant for festivities and social events, making it a favorable market for renowned champagnes such as those produced by Jeaux-Robin. Canada has the advantage of speaking both English and French, which is a real advantage for both countries.

MICROSEGMENTATION

Following the selection of the country we will deal with, it is essential to develop sub-segments in the most important cities in Canada.

We will focus on 2 important cities in Canada, Montreal and Vancouver. 5 elements will be used in this analysis: Market size, Buying Price, Competitive intensity, Market growth, Communication

	1	2	3	4	5	Result
Market Size					X	5
Buying Price				X		4
Competitive intensity				X		4
Market Growth				X		4
Communication			X			3
						20

Graph 10: Attractiveness of the Montreal market

Source: Own elaboration based on INSPQ

	1	2	3	4	5	Result
Market Size				X		5
Buying Price					X	4
Competitive intensity				X		4
Market Growth			X			3
Communication			X			3
						19

Graph 11: Attractiveness of the Vancouver market

Source: Own elaboration based on Small Business Accelerator

Thanks to Hollensen's work, we notice that the most attractive market is the one of Montreal as we can interpret it in the tables below.

In order to conclude this part, the ultimate choice for Champagne Jeauxaux-Robin is the city of Montreal which offers the best opportunities for the internationalization of the company. The geographical proximity, the socio-cultural similarity and its capacity for growth in the champagne sector allow us to confirm this choice.

4.3 PHASE III: MODES OF ENTRY INTO SELECTED MARKETS

In order to introduce a company's products, technology, and human capital into a foreign country or market, Hollensen claims that it is crucial to analyze the modes of entry into the international market once the company in question has decided on the best way to enter foreign markets.

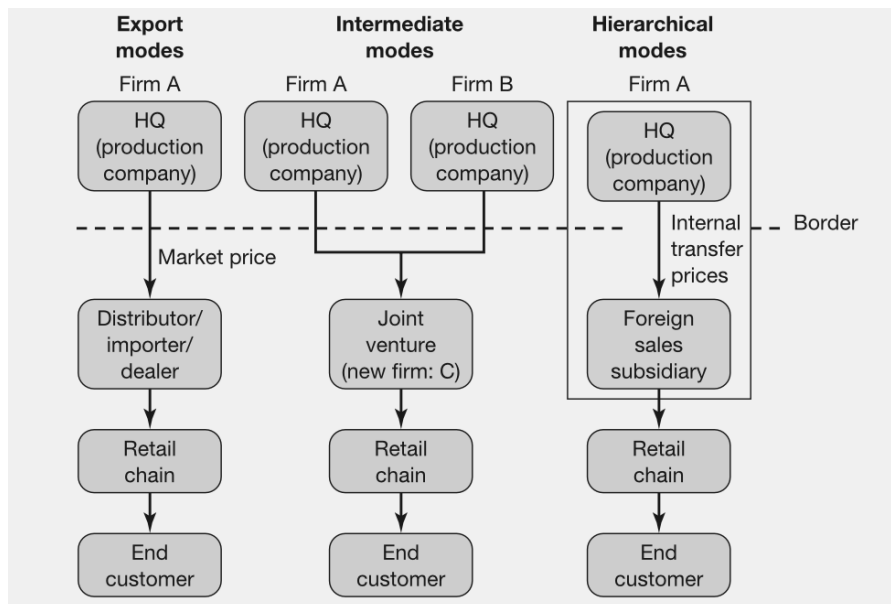


Figure 10: Examples of the different market entry modes in the consumer market

Source: Hollensen (2013)

As we can see above, there are three potential ways to enter a competitive market:

- **Export modes** : This is a fairly simple approach and involves less involvement for companies wishing to penetrate new markets. Indeed, the company in question

exports its products abroad with the help of distributors or commercial agents directly on the spot. They are the ones who will take care of the distribution of the goods within the country and therefore a crucially important role. (Hollensen, 2013)

- **Intermediate modes:** Compared to the export mode, the intermediary mode requires an extra step of participation. These alliances with distributors or exclusive agents in the desired overseas markets are, in fact, defined by the questioned company. They contribute to the promotion, exploitation, and distribution of the company's goods in their particular markets. Over its products, the company still has control. (Hollensen, 2013)
- **Hierarchical mode:** The most integrated and involved exportation method is hierarchical. In this case, the business establishes branches or affiliates abroad to conduct its operations directly on global markets. This entails larger investments and a greater level of responsibility for the company, but it also provides entire control over overseas operations. (Hollensen, 2013)

After analysing the different modes of penetration of a new market, we therefore choose that the Jeunaux-Robin champagne will use the exporting mode in order to enter Canada.

This mode will allow us to export bottles directly to Canada thanks to intermediaries such as commercial agents or international trade companies.

Canadian legalization requires that in order to export alcohol to its territory, government monopolies must be used, in this case for Montreal, the RACJ and SAQ are effective. In order to be in contact with them, you have to go through distributors or commercial agents. It is therefore essential to respect these alcohol rules and standards in Montreal to avoid any legal offence or problem.

It is important to note that this approach will therefore allow Jeunaux-Robin champagne to have control over its production and brand identity.

4.4 PHASE IV: DESIGN OF THE GLOBAL MARKETING PLAN

When the decision was made to activate the internationalization process, Hollensen developed the idea of a global marketing plan called the 4Ps. First introduced in the 1960s by Professor Jerome McCarthy, he developed this model as a simple and practical way to understand and manage the different elements of the marketing mix. These 4 basic elements are Products, Price, Promotion, Place. It is important to note that this model is considered as a basic framework for designing an effective and coherent marketing strategy (Hollensen, 2013)



Figure 11: 4P's

Source: Le Marketing Mix : La Bonne Stratégie Pour Réussir (2022)

Product: Jeunaux-Robin Champagne, as a small champagne house, must focus on producing high quality artisanal champagnes. The unique and distinctive side of the cuvées should be further developed to create products, highlighting your savoir-faire, the terroir and the traditional production methods. This will create a loyal clientele that appreciates and admires the product.

It is also important to highlight the heritage of the house in order to have an affective side with the customers.

Price Jeunaux-Robin Champagne, as a small artisanal producer, can consider setting slightly higher prices than its competition due to its unique qualities and perceived value. However, it

is important to strike a balance between production costs, competitive positioning, and customer perception of value.

It can leverage its artisanal quality and craftsmanship to justify higher prices. By highlighting the meticulous attention to detail, traditional production methods, and the personal touch of the winemakers, customers can perceive the champagne as exceptional and worth the premium price.

Furthermore, the limited production capacity of Jeuniaux-Robin Champagne adds exclusivity to the product. Customers may be willing to pay a higher price for a champagne that is rare and scarce. By emphasizing the limited availability and the unique characteristics of each bottle, the perceived value is heightened.

Place: Canada is a country where we can only import champagne thanks to government monopolies. Therefore, finding the right distributors that can help us get our champagne bottles into Canadian territory is crucial since, as we've seen previously,

Promotion: Given its limited resources in comparison to other large houses, Champagne Jeuniaux-Robin must focus its promotional efforts on targeted and highly effective strategies. The consumers will be affected as a result of communications' value placement of the home's history and heritage. They'll feel closer to home and have a more engaging and alluring attitude toward champagne.

It is essential to lend a hand in professional wine tasting rooms. Meeting with customers enables you to speak with wine lovers directly, showcase champagnes, and forge valuable connections. Participating in these events will also help you become more well-known and visible in your community.

Social media networks and digital marketing are crucial in the modern world that surrounds us if we want to keep our customers informed about new products. Online connection is crucial to building authentic relationships with customers and increasing your commitment to them in order to have an appealing brand image.

4.5 PHASE V: IMPLEMENTATION AND CONTROL OF THE INTERNATIONALIZATION PLAN

In the last 4 phases, we have been able to see the ways and the steps to follow in order to penetrate a market and to become international. We will analyze in this last part the implementation and coordination. (Hollensen, 2013)

TIMING OF THE INTERNATIONALIZATION PLAN

Hollensen elaborates in his book that any internationalization takes time and resources (Hollensen, 2013). In order to properly implement this strategy, it will be necessary to find the necessary time. Moreover, being in a country that is not the country of origin, it is important to take the time to do things perfectly. We therefore develop an objective with a time horizon of 24 months.

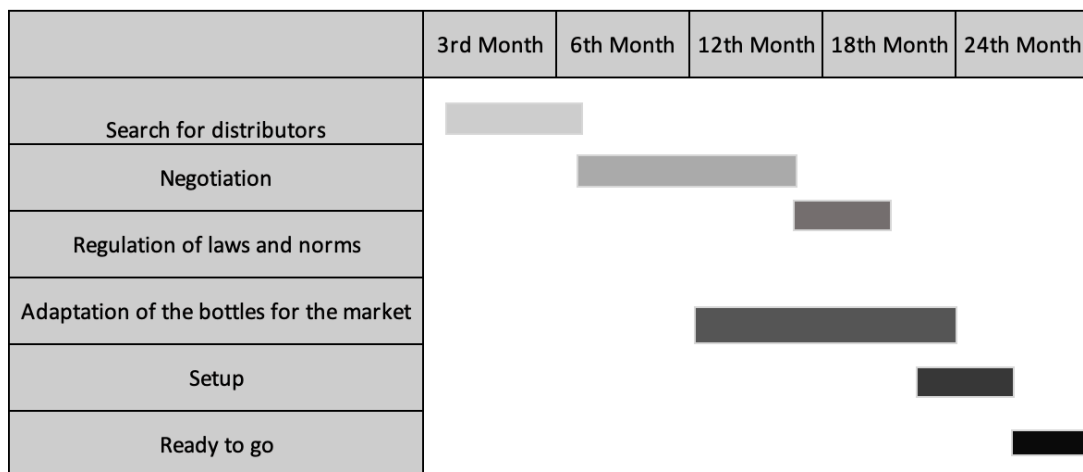


Figure 12: Champagne Jeunaux-Robin timetable

Source : Own elaboration

Thanks to this chart, it's important for Jeunaux-Robin champagne to follow these criteria in order to penetrate the Canadian market, particularly in Montreal. It will therefore be important for owners to be in constant communication with local distributors in order to understand the expectations and needs of customers in this country.

CONCLUSION

In this section, we will present the conclusions both general and specific of this thesis.

First general conclusion: The champagne market is a market in constant evolution. Its name, its history and its admiration throughout the world make it one of the most powerful in the wine and spirits industry. However, the vagaries of weather, political or social crises, etc. could jeopardize this constantly growing market.

Second general conclusion: Jeaux-Robin champagne is a house that was created more than 70 years ago. At the beginning, the aim was just to sell in its region, but over the years and through the owners, a more international vision has developed in this house. The passion, the terroir and the savoir-faire of these producers make this champagne what it is today.

Third general conclusion: As seen above, jeaux-robin champagne is a growing house in a very small and competitive sector. Thanks to the help of the big houses that have already penetrated many markets and to its ambitions to go international, the house is in an excellent position to penetrate new markets. Following the study of the two internationalization models: uppsala and born-global, we have observed that jeaux-robin champagne has the necessary tools to export abroad. A strategy was based on five major phases:

Phase I: Internationalization or not?

Phase II: Which market to penetrate?

Phase III: Modes of entry into selected markets

Phase IV: Design of the global marketing plan

Phase V: Implementation and control of the internationalization plan

First specific conclusion: Jeaux-Robin Champagne is a small organic champagne house that initially only wanted to establish itself in France and the European area. Exporting to a more distant country could bring them a stronger reputation and a new clientele.

Second specific conclusion: Thanks to Hollensen's book and following analyses, we have seen that Jeaux-Robin champagne should be exported to English or French speaking countries,

having a similarity in culture as the country of origin and not being too far from France. Indeed, several countries were targets but thanks to the analysis made, the two potential countries are Canada and Brazil because they represent growing markets and know an increasing number of wine-lovers.

Third specific conclusion: Thanks to the analysis of this memory, the most interesting market to penetrate is the Canadian market. An analysis was also made to determine which city would be the most important for Jeauxaux-Robin champagne. Montreal, followed by Vancouver, will be the two cities in which to locate.

Fourth specific conclusion: The method of entry will be through a distributor or exporter as required by Canadian regulations.

CONTRIBUTIONS

In order to complete this thesis, I must thank some people who helped and contributed to the final version of this thesis. First of all, I would like to thank my study tutor, Javier MORALES MEDIANO, who was first seduced by the idea of talking about champagne and its functioning at an international level. I would also like to thank him for his help and his knowledge in the field of marketing which helped me during this writing.

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