



MASTER THESIS

**INNOVATIVE OENOTOURISM APPROACHES TO WINE POSITIONING.
CHATEAU DE BELLET CASE**

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ABSTRACT AND KEYWORDS

ABSTRACT

The research is dedicated to the positioning of Chateau Bellet through the wine tourism. The purpose of this paper is to propose a set of methods for positioning analysis and further to create a model for positioning systematization and improvement, which can be used in strategic and tactical marketing by the winery located in the tourism area. After analyzing the current situation and marketing activities of Chateau de Bellet the customers' targets were determined. It was shown that a wine tourism plays an important role in the wine sales of the small winery, located inside a developed tourism destination. All the potential regional competitors were searched and grouped due to their wines and experiences particularities. The research presents a statistical method to analyze competitive advantages/weaknesses of the potential competitors and makes a grouping of wineries in a tourism region. To differentiate Chateau de Bellet wines the Vivino reviews were analysed; to differentiate Chateau de Bellet wine tourism experience the TripAdvisor and Google reviews were taken. Reviews bigrams frequency was proposed as an innovative approach to product differentiation and competitive advantage identification. Finally, the positioning model with structured positioning activities and improvement proposals was offered, based on analysis and research results. The paper describes Chateau de Bellet positioning case, but the method of product differentiation and further positioning model creation can be applied to any other similar winery, located inside tourism destination. The relevance of this study is a focus on innovative approaches applied to wine positioning and unique selling proposition identification.

Keywords: Bellet, positioning, differentiation, reviews bigrams frequency, competitive advantage

List of abbreviations:

SWOT Analysis: Analysis based on **S**trengths, **W**eaknesses, **O**pportunities, and **T**hreats

AD: Absolute **D**eviation

SEO: Search **E**ngine **O**ptimization

CRM: Customer **R**elationship **M**anagement

1. INTRODUCTION

1.1. Description of the company

Château de Bellet is a winery in Bellet appellation, Provence wine region in Alpes-Maritimes-Cote d'Azur administrative region (PACA department). It covers 650 ha, from which only 50 ha are in production, shared among 9 producers. The vineyards are located on the slopes of the last Alps foothills with the altitude of 200-300 meters. It is 100% urban appellation, totally located inside Nice. The appellation regulations authorized to produce white (from Rolle and Chardonnay), rosé and red (from Braquet, Folle Noire, Grenache and Cinsault) wines (Bellet AOC).

Chateau de Bellet is the oldest and one of the biggest wineries in the appellation. The noble family – barons de Bellet, who planted vineyards around their chateau, created the estate in the middle of the 18th century. Nowadays the landmark of the domain is a 19th century chapel, used to be a family church until 2012. In 2012 the family sold the vineyards and the chapel to French investment company “La Francaise” with a headquarter in Paris. After this, “La Francaise” purchased more parcels and planted new vineyards, increasing a production. In 2015 a new modern winery appeared. Above the winery, they built a terrace with a magnificent view on the Alps, the Mediterranean sea and the Var Valley. Inside the chapel the wine shop, office and tasting room were arranged, creating an authentic and very unusual atmosphere. The harvest hall of the winery is made with the panoramic windows, suitable to rent it out for different kinds of events. Chateau de Bellet owes 12 hectares of vineyards (9 in production). The wine price range is from 18 to 60 euros per bottle. Chateau de Bellet produces in average 25 000 bottles of wine per year. The company provides tours and tastings to the visitors. The terrace, chapel or Harvest hall is possible to rent for events.

1.2. Duties during the internship

All the duties during the internship concern oenotourism and positioning activities of the domain. All activities can be divided into the next list:

1. Tours and tastings
2. On site sales
3. Analysis of company positioning on the market
4. Managing of the shop stock
5. Accountant activities after the sales

6. Managing of the tours' planning
7. Organization of the events (concerts, Open Doors days)
8. Preparation and distribution of promotional materials.
9. New partnership research

1.3. Issues and objectives

The object of the research is Chateau de Bellet as a wine brand and a place for wine tourism experience. The subject of the study is positioning of Chateau de Bellet and the role of wine tourism. The urgency of the topic is importance of the positioning as a determining unit of company's success in long term.

The goal of the thesis is to propose a set of methods for positioning analysis and further to create a model for positioning systematization and improvement, which can be used in strategic and tactical marketing by the winery located in the tourism area.

The tasks of the paper are:

- 1) To analyze the views and directions of positioning through the wine tourism;
- 2) To analyze the apparent positioning of Chateau de Bellet;
- 3) To carry out the customers targeting;
- 4) To analyze and make a classification of competitors;
- 5) To apply reviews bigrams frequency as an innovative approach to product differentiation;
- 6) To suggest a positioning model for Chateau de Bellet.

In my research, I apply different methods for assessing Chateau de Bellet positioning. They complement each other. Thus, a comprehensive assessment is made to identify the weak and strong points of products; to analyze their perception among target markets; and show the improvement directions. The following research methods were used: from general scientific, mainly: analysis, synthesis, comparative, mathematical; from special-scientific: cartographic, statistical, reviews bigrams frequency.

2. METHODOLOGICAL APPROACH

2.1. Marketing activities of Chateau de Bellet

To promote the wine and present it to the professional community Château de Bellet takes part at two wine fairs. They are Salon Millesime Bio and Salon of Club des Professionnels du Vin. Salon Millesime Bio is an organic wine fair in Montpellier with 1200 exhibitors, 6200 professional visitors and 200 journalists (MillesimeBio, 2019). Salon of Club des Professionnels du Vin is a prestigious wine fair, organized in different cities of France. The scale is not big, 50-100 exhibitors and 200-400 professional visitors (Club des Professionnels du Vin, 2019). The position of the wine and domain to the local community occurs through public events, taking place at the property. Two times per year, the appellation makes the Open Doors days. Chateau de Bellet also participates in this initiative. Two weekends per year all the estates are open for visitors and provide free tastings. Chateau de Bellet also organizes concerts at the chapel with local musicians and after the concert makes a wine tastings twice per year. The audience is mostly local. The other event is made in collaboration with The Vignerons Independents association of Provence region; it is an annual arts exhibition at the winery.

To attract the tourists to come to the place Chateau de Bellet spreads the flyers with its wine tourism proposal to the hotels and Tourism offices in the Cote d'Azur region each year before the beginning of high tourist season (April-June). To attract the target audience, the chosen hotels are 3-5 starred.

Internet positioning plays an important role to attract the clients. It concerns more oenotourism rather than wine, but since about half of the wine is sold on site we can assume, that web marketing is important for both: oenotourism and wines sales. In terms of web-marketing Château de Bellet has more advantages than other domains of the appellation. When you search Bellet in Google, the first result concerns Chateau de Bellet and not the appellation in general. The same is with the search in Google maps. Chateau de Bellet uses such social media as Instagram and Facebook, both more to promote the place rather than wine. Facebook is used more to make updates about the domain and Instagram is used to promote visual attractiveness of the place. The average score on Facebook is 4.9. There are 449 followers. In average, there are 88 page views per month. There are only 520 followers on Instagram. Most of the Instagram audience is from France. Chateau de Bellet has relatively good position on TripAdvisor, which is a good platform to promote oenotourism. The average score is 4.5. It has the 39th place among 174 things to do or see in Nice (TripAdvisor, 2019). Among other platforms, Chateau de Bellet also uses Rue des Vignerons for wine tourism and Mariage.net and 10001salles.com for weddings. Chateau de Bellet is

presented on web-page of Routes des Vins de Provence and is included along with other domains of the appellation into one of the wine routes (Route des vins de Provence, 2019). The company does not have budget for internet marketing campaigns and uses only one paid service (Sarbacane) for newsletters to the existing e-mails database.

2.2. Methodological approach to positioning

In the course of the research, the scientific works in the field of the positioning were studied. Positioning corresponds to the choice of target customers and differential advantage of the product or company in customers' minds to attract them and satisfy their needs better than the competitors do. It is also can be called a unique selling proposition of the product (Mora, 2016). According to Brooksbank (1994) the positioning has three dimensions: customer targets, competitors' targets and competitive advantage. The SWOT analysis helps to make a link between own target customers and competitors targets and move towards a definition of competitive advantage, which can be realized through the marketing mix (Annex A1). Segmentation is a division of the whole customers market into the groups of customers with similar needs, desires or behaviors. Hansen and Bak-Jensen (1972) show that the division of the bigger market into smaller segments and adjusting the product to the preferences of different segments allows to overcome the distance between company's supply and market demand. The competitive position of the product improves. Targeting can be made due to geography, demography, psychology of the customers, but it should follow the next criteria due to Kotler (1980): homogeneity within the segment; heterogeneity between the segments; ease in reaching and serving the segments; viability in commercial terms. One of the goals of the marketing is to define the needs of the customers and to satisfy them better than the competitors. Therefore, competitors' analysis is important. Kotler (1980) highlights that it is better when the companies with the similar products do not compete head-on, but offer something different. This approach creates a distinguishing of the competitive advantage of the product. It should be based on the customers' values more than price, and must be sustainable.

2.3. The role of wine tourism in sales and positioning

Wine industry faces many challenges at the time of overall globalization. The consumers' behaviors, main markets have been changed. Meanwhile there is an overproduction of wine in the world. France is one of the biggest wine producer, but at the same time, a decrease of wine consumption at the local market forces wineries to search for new marketing and distribution strategies, instead of loyalty and proximity of local consumer, which were important factors before.

P. Mora (2016) indicates such main consumers behavior trends on the wine market nowadays: per capita consumption decrease; dominance of immediate consumption; preference of more understandable products; a segment of consumers with a demand of wine education; readiness for innovations; more power of information easily found through internet; search for fair and “healthy” wines; move from daily consumption towards occasional; simplifying the merchandising; search for specific offers. Therefore, the crucial goal for all the wineries is to clearly estimate its place on the market and improve it using the competitive advantage of the product. M. Porter (1985) considers this differentiation as one of the generic strategic the company must develop.

In such circumstances, it is a difficult task to reach a consumer, especially for small producer with limited budget for wine promotion. The problem of the direct-to-consumer sales is usually a distance between a producer and a potential customer. The distance creates a difficulty in logistics and direct contact of those two above. In response to these obstacles, wine tourism can become a tool to overcome the distance between the producer and consumer. In this case, the tourists are considered as the wine consumers looking for local experience, including tasting of regional products. Through these experiences, the wineries in tourism areas can boost their sales and improve the brand awareness at the same time.

There is a trend that younger generations are more willing to spend the money on the experiences rather than on material products (The Drinks Business, 2018). Therefore, the winery in the tourism area can provide this local authentic experience through the tours, tastings and its presence at the local wine restaurants and shops. The young generation is more willing to pay the price more than 10 euros per unusual bottles on authentic site, being on vacations, than buying the same bottle at the same price at home.

Tim H. Dodd (1995) distinguishes next advantages of onsite sales, which can be relative to Chateau de Bellet business:

- The consumers have the possibility to taste the wine before purchase. It makes their choice easier. In a wine shop, most of the consumers do not know what to expect behind plenty of labels on the shelf. Nevertheless, after the tasting they are more willing to buy a wine they just liked.
- It is easier to build the brand loyalty through the storytelling, experience and personal contact on site.
- The winery has a possibility to obtain the full margin, avoiding distributors as mediators.

- The winery can get a marketing data during the tasting and know the customer's opinion about their wines, target audience and so on.

To better understand the wine tourists behavior the bibliographic survey was made. Getz and Brown (2006) mention that long-distanced wine tourists prefer a wide range of different outdoor and cultural activities at the region, where they travel to; they are enough independent and do not use packages proposals. 27% of tourists to Nice are intercontinental (Cote d'Azur, 2019) and the biggest part of Chateau de Bellet foreign visitors are Americans. Nice and Cote d'Azur is a diverse destination, capable to attract clients searching for different activities and experiences and therefore local wine tourism benefits being a part of overall tourism proposal of the region. To describe this Hall and Mitchell (2002) use the term "touristic terroir" to describe all the complex of factors, making influence on tourism destination appeal for wine tourists. Charters and Ali-Knight (2001) also make a conclusion from their research that wine tourism is a rare the only motivation to travel to the region. Williams and Kelly (2001) made a survey about Canadian tourists and revealed that this target is more active than other tourists are and more attached to luxury. The interest for wine tourism increases with the income and education level, especially mature affluent couples can be an interesting target. Several researches show that the bigger part of wine consumers are women and that even if it is a couple, a woman takes more decisions in purchasing wine (Bruwer, 2013).

2.4. Customers Analysis

Chateau de Bellet produces in average 25 000 bottles of wine per year. There are three ranges of wines: the entry level Chateau de Bellet (white, rose, red), medium level Baron G (white, rose, red), high-end range (Chapel – white, Agnes – red). Château de Bellet makes 50% of its sales on site to direct clients. 30% of the sales come from the professionals (wine shops and restaurants). They are from South East of France, where the winery is located (70% department Alpes-Maritimes, 20 % department Bouches-du-Rhone, 10 % department Var). From the Figure 1 we see that the majority of the sales goes to the Cote d'Azur Mediterranean Sea cost, very touristic region. Some sales (10%) are made through the events, hold on site; or corporate connections with locale enterprises, which present the wine to their employees before Christmas, for example.



Figure 1. Sales of Chateau de Bellet wine by regions in France.

Export of wine has 10% of all the sales. The export markets are Belgium (Chateau de Bellet brand), USA (Chateau de Bellet, Baron G brands), Japan (Baron G, Chapel, and Agnes), South Korea (Baron G white, Château de Bellet red), and Italy (Baron G brand). The countries, where the export is made, are presented on the Figure 2.

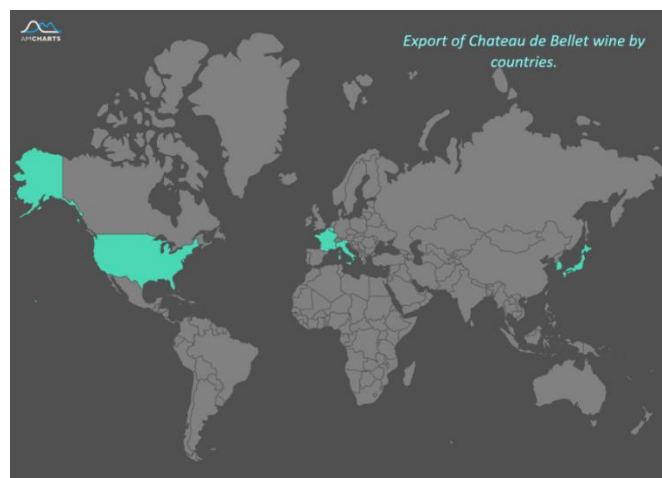


Figure 2. Export of Chateau de Bellet wine by countries.

Wine tourism plays an important role in wine sales and brand awareness. Each year the number of the visitors is growing. It started with 1445 persons per year in 2015 and there were 4800 visitors in 2018 (Figure 3). Here the calculated number of visitors includes those, who made a tour with a tasting. Meanwhile there are visitors coming without a tour to observe a place and/or to buy wine.

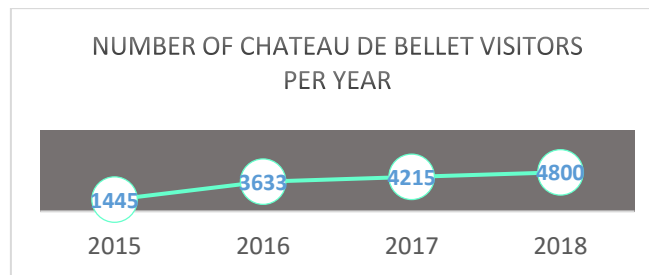


Figure 3. Number of Chateau de Bellet visitors per year.

The majority of the Chateau de Bellet wine consumers are tourists, coming to Cote d'Azur and buying wine on site or at local restaurants and wine shops. That is why the data of Cote d'Azur tourists' statistics in 2018 was analyzed to observe the general trends. Cote d'Azur is one of the biggest and most developed tourism destinations in the world with 11 million tourists per year, who stay in average for 6.4 nights in the region, what is relatively long period and we can assume that the visitors have enough time to make a diversification of their tourism activities, for example by visiting a local winery. Nice is a biggest tourism destination in the region (33% of the overnight stays were accommodated in Nice plus 15% in Nice Metropole area) (Cote d'Azur, 2019).

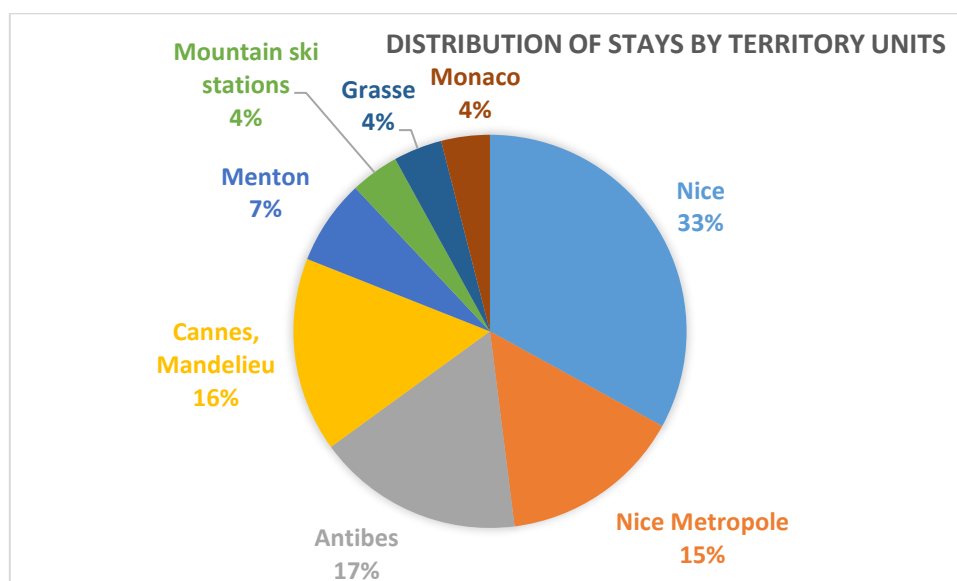


Figure 4. Distribution of stays by territory units (Cote d'Azur, 2019).

One quarter of all the tourists, come to Cote d'Azur for the first time. 5.3 million (50%) of all tourists of the region are French. 3 out of 10 French tourists are from Paris, others 3 of 10 are from the Mediterranean coast (Cote d'Azur, 2019). The trends of French tourists' arrivals are shown on the Figure 5.

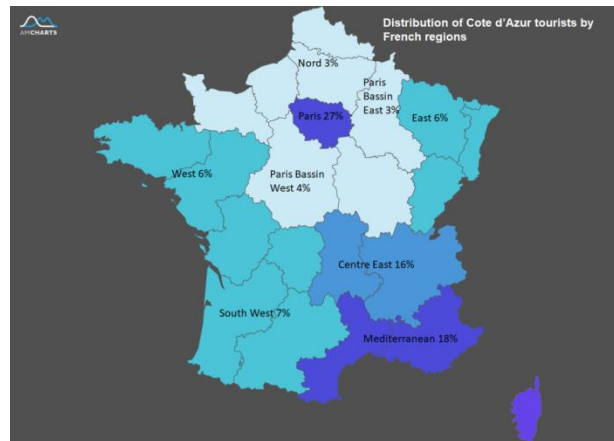


Figure 5. Distribution of Cote d'Azur tourists by French regions (Cote d'Azur, 2019).

The other half of the tourists are international, from which 27 % are intercontinental. The countries leaders of visits are Italy, UK and the USA. An average tourist spends 110 euros per day. The tourists from Russia, Middle East and the USA spend more than 150 euros per day. What needs our attention is that 71 % of the visitors made all or at least one reservation on internet. Internet positioning of the brand becomes extremely important (Cote d'Azur, 2019a). In the Figure 6, we can follow the trends of foreign overnight visitors in the hotels and residences.

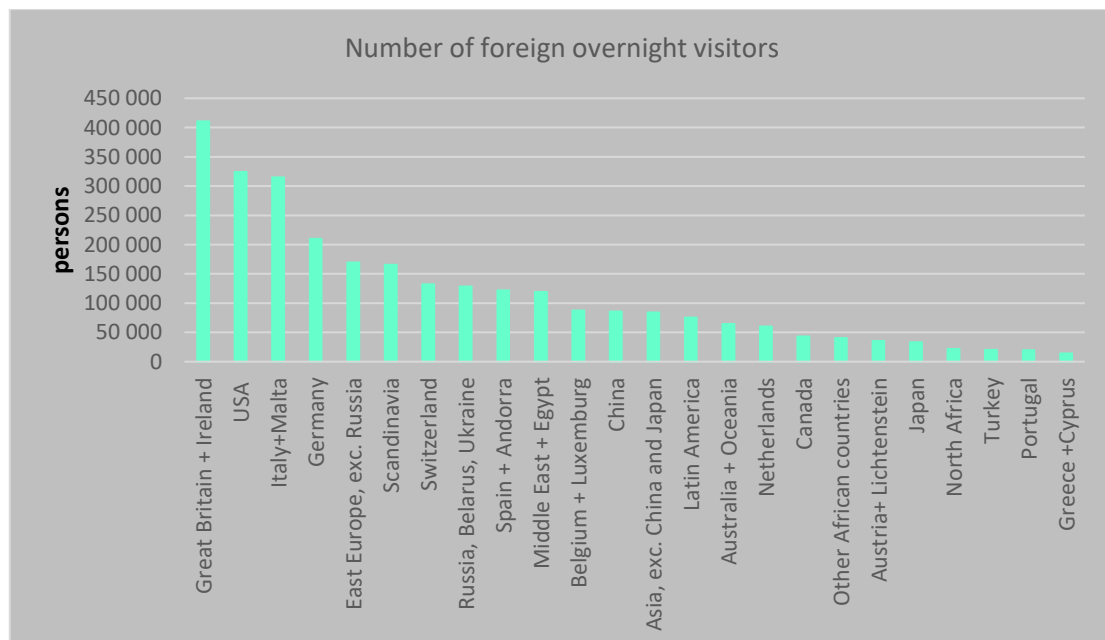


Figure 6. Number of foreign overnight visitors by country of origin (Cote d'Azur, 2019).

It is interesting to compare the results with the statistics of the estate visitors. The statistics of the tours and tastings is made only starting from November 2018. Therefore, we cannot

compare absolute indicators, only relative ones, what is done in the Figure 7. From this figure, we see that there is a slight difference between the percentages of visitors from different countries in Cote d’Azur in general and at Chateau de Bellet.

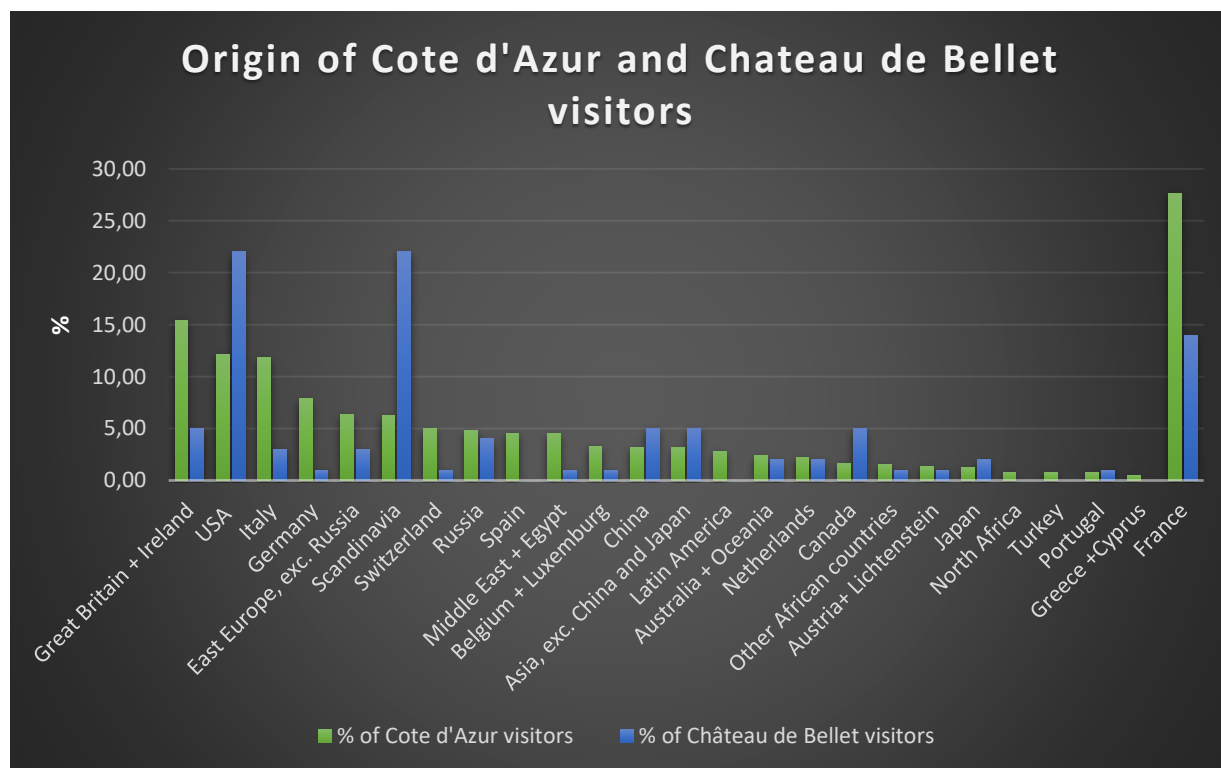


Figure 7. Origin of Cote d’Azur and Chateau de Bellet visitors. (Cote d’Azur, 2019).

Englishmen, Italians, Eastern Europeans, Germans, who make the biggest part in terms of overnight stays in Cote d’Azur do not represent the majority of visitors of Chateau de Bellet. The opposite situation is with visitors from the USA, Scandinavia, and Asia, where their percentage is higher among the visitors of Chateau de Bellet, than among general visitors of Cote d’Azur. The overall trend, which we can follow here, is that people from the traditional winemaking countries are less interested in visiting the vineyards and tastings during their trip, and people from the countries where viticulture is not a traditional activity are more willing to come and learn about local winemaking and wines.

Important indicator to analyze demand is web-site analytics. For this purpose, Google Analytics statistics was used. The data presented below corresponds to the time range from 25th of April 2018 till 25th of April 2019. Therefore as of April 25, we have around 5800 users per year. In average, one user makes 1.39 sessions. The percent of returning users is 22.9 %, what is considered to be quite good indicator. Most of the visitors come directly to the web page (73.9%) and 24% are coming from organic search (google search, for example). The

percentage of references and social media is very small. For us it is interesting to look at the words and words combinations, which the internet users use to find Chateau de Bellet web site. They are: Chateau bellet; Chateau de bellet; Chapelle chateau de bellet; Chateau bellet nice; Chateau de bellet nice. As we see, most of the web site visitors already know about the chateau and search it on internet. The share of users who do not know the wine or place and search for it is tiny and is one of the direction of wed-marketing to improve. More than a half of the web page visitors are from France (56.79%). Then we have visitors from the USA (7.58%), the UK (6.37%), Italy (2.96%), Germany (2.47%), Sweden (2.43%), Finland (2.91%), Norway (1.97%), Canada (1.69 %) Netherlands (1.6%) and Belgium (1.57%). It is Norwegians, who spend more time on web site (4 minutes in average) and visitors from Finland, who open the biggest number of pages (4.64 in average). In terms of French regional differences, the biggest number of visitors of web page are from Provence-Alpes-Cote d'Azur region (43.86%), then Ile-de-France (31.53%), Auvergne-Rhone-Alpes (11.6%), Occitanie (2.96%), Nouvelle-Aquitaine (2.44%), Grand Est (1.89%), Pays de la Loire (1.42%), Bourgogne-Franche-Comte (1.33%), Hauts-de-France (1.1%), Brittany (0.7%) (Figure 9). If we compare the map below with the map of Cote d'Azur visitors, we can find many similarities in terms of the most saturated regions. Therefore, the regions of Provence-Alpes-Cote d'Azur, Ile-de-France and Auvergne-Rhone-Alpes are the most interesting in France for Chateau de Bellet positioning.

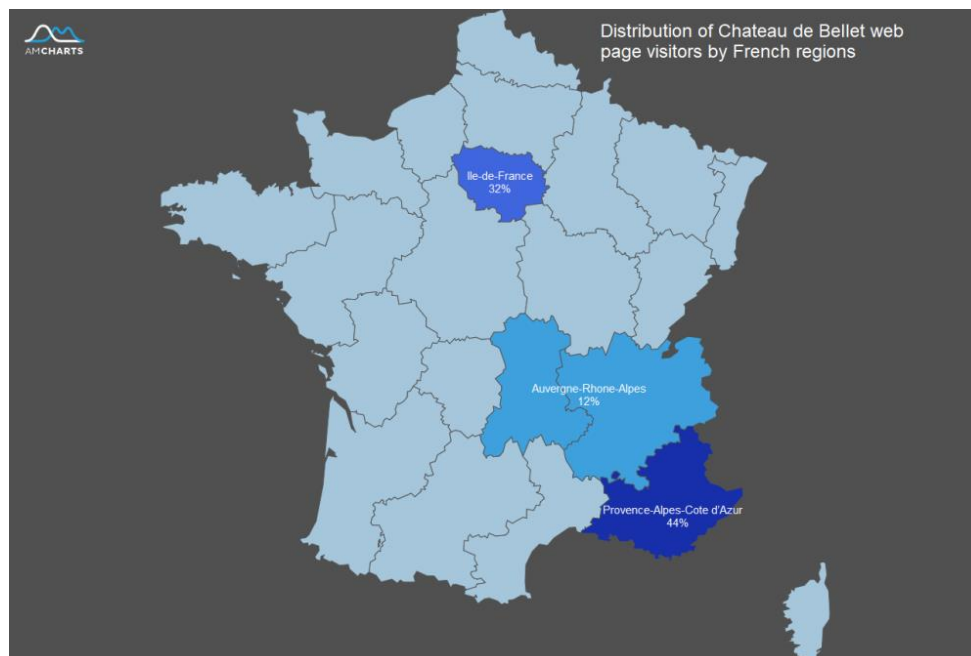


Figure 8. Distribution of Chateau de Bellet web page visitors by French regions. (Google Analytics, 2019).

The same information is available about other countries regional differences. For example, most of the visitors from the USA are from California, New York, Texas. Concerning the Great Britain, the most of the visitors are from England. The Italian users are mainly from Milan and then Rome and from North Italy, which is closer to Nice (Annex A2).

Google analytics also gives us an opportunity to analyze the demographic characteristics of the consumers. Most of the visitors of the web page are in the range of 25-34 years old (33.5%). There is a big part of young audience 18-24 years old (27.5%). A small difference in terms of the sex of the users was noted (54.15 % of men contra 45.85% of women).

Analyzing the platform, Google My Business the page of Chateau de Bellet had 48 997 views in the first trimester of 2019. 24 900 views were in Google search and 54 800 in Google maps. 23 081 people searched Chateau de Bellet directly, 25 756 found the page looking for the category, product or service in general. Most of the peoples looked at the pictures (16700). The most often entered queries for Chateau de Bellet by unique users during the first trimester of 2019 are represented in the Annex 3. From the table we see that some search requests concern the appellation in general, but the first information the users find is Chateau de Bellet page or google account. After people found Chateau de Bellet in Google 1370 of them go to the web page and 1330 asks about direction to the domain in Google Maps. Most of the itinerary requests are coming from Nice, after a certain gap the requests are coming from Saint-Andre-de-la-Roche, Antibes, Cannes. 198 000 times or users have watches the pictures of Chateau de Bellet in Google account, the pictures of the similar enterprises (viticulture domains of the area) were watched only 5080 times. Chateau de Bellet has much more pictures than the competitors do.

There are only 520 followers in Instagram. Most of the Instagram audience are from France (56%): Nice (18%), Paris (4%), Bordeaux (3%). The others are from the USA (6%), Italy (4%), and the UK (3%). The main group of Instagram audience is people from 25 to 34 (29%), then 35-44 (25%) and 45-54 (21%).

2.5. Competitors analysis

To analyze and improve the positioning of Chateau de Bellet on the market we need to know about the competitors, since a good positioning and marketing is those, which satisfies the needs of clients, better than the competitors do. Château de Bellet is a winery in Bellet appellation, which makes wine, but also implement wine tourism activities to sell the wine on site and create brand awareness among its customers.

The closest competitor in terms of wine production and place assets is **Chateau de Cremat**. Chateau de Cremat owes a chateau in neo-Tuscan style, romaine tunnels, used as wine caves. It is also an organic production. They make tours + tastings; organize events and weddings (Chateau de Cremat, 2019).

Via Julia-Augusta is a small domain very close to Chateau de Bellet. It is a family-owned vineyard (2ha). The name corresponds to the ancient romaine road, which crossed Bellet area (Bellet – the urban appellation of Nice, 2019).

Clos Saint-Vincent produces wines, olive oil and spirits. It is a family vineyard with 6 hectares, where they practice organic and biodynamic viticulture (Clos Saint-Vincent, 2019).

Domaine St Jean is a family young organic winery (2 ha). They organize tours and wine tastings (Saint-Jean, 2019).

Domaine du Fogolar Collet de Bovis owes 2 hectares of vineyards. It is a family producer. One of their customers is a famous chef Alain Ducasse. In summer, the domain welcomes arts exhibitions and theatre performances. They also organize tours with tastings. There is a villa, surrounded by the vineyards, which is a part of Gîtes de France (Domaine du Fogolar, 2019).

Domaine de Toasc is a family estate with 8 ha of organic vineyards. There is a new winery in palladien style with a tasting room. They organize tours, tastings, and events, have a boutique. The domain also owns olive oil production (Domaine de Toasc, 2019).

Domaine de la Source is an organic small vineyard (5ha), where they propose tours and tastings to the visitors. They also produce olive oil (Domaine de la Source, 2019).

Domaine de Vinceline is a young domain (1 ha) with the organic viticulture (Bellet – the urban appellation of Nice, 2019).

There are also some wineries, which are not inside Bellet appellation, but are located very close to Nice and propose visits. The biggest and most famous is **Abbaye de Lerins**, located on the island next to Cannes and has a wine and liqueur production. The abbey has a rich history, connected to Cistercian monks, who started to plant vineyards here in the medieval ages. Nowadays the vineyard (8 ha) has a unique terroir. There are plenty of chapels and other architectural and historical sights. There is a restaurant as well. The wine was served to heads of state at the last G20 summit and the jury of the Cannes Film Festival (Abbaye de Lerins, 2019).

Domaine de Barbossi is located close to Cannes. They have a big area to provide different activities, including golf and tennis fields, space for horse riding and fitness center. The domain also owes three restaurants and a hotel. They produce wine, olive oil and honey. The area of vineyards is 10 hectares. Domaine de Barbossi organizes sports competitions. We can assume this domain as a resort with wine production (Domaine de Barbossi, 2019).

Domaine Augier is a very small producer of white wines, next to Château de Bellet and does not produce AOC wines, but proposes guided visits (Vigneron Independant, 2019).

La Vasta has 2 hectares of vineyards and offers tours and tastings to the visitors (Cote d'Azur, 2019).

Sainte-Jeannete's winemaking is unique. The wine is left in the big glass bottles under the direct sunshine for several months and then transferred to oak barrels for ageing. They propose free tastings (Domaine des Hautes Collines, 2019).

Analyzing the wineries of the region, it was discovered that they are different in terms of assets and potential and it is more efficient to group the estates. This is attained by the development of grouping table with all the information about the wineries of the region (Annex 4). Both wine and place/experience assets of the wineries have to be assumed for the analysis. The elements concerning the wines assets are AOC wines; size of the vineyard; organic viticulture; average rank of wines on Wine searcher; average critic score on Wine searcher; average score on Vivino. The elements concerning the place and experience: architectural heritage; space for events; public events; famous people of events connected to the wine or estate; additional product; accommodation; restaurant(s). Analyzing the positioning of wines, one of the most popular webs among professionals « Wine searcher » and one of the most popular wine application - Vivino will be used to follow the ratings of the wines. From Wine Searcher such indicators as search rank and aggregated critic score were taken; from Vivino an average score of wine is considered. "Search Rank is a measure of a wine's 'popularity' on Wine-Searcher, i.e. how frequently it is searched for across all available vintages" (Wine-Searcher, 2019). "Aggregated critic score is a weighted average calculated from a range of critic scores" and measures in 100 points scale" (Wine-Searcher, 2019). Average score on Vivino is an average users score in 5 points scale (Vivino, 2019). To make a differentiation between the groups I decided to use statistical methods and calculate the mean deviation of each attribute and absolute deviation for each value. For the qualitative data, I marked the presence of each element as 1 and absence as 0. For each element, three groups of the domains are created, marked in different colors in the table (Annex 4): wineries with positive absolute deviation (AD) bigger than mean deviation (orange); wineries

with absolute deviation inside mean deviation range (red); wineries with negative absolute deviation bigger than mean deviation (blue). Absolute deviation is a difference between certain value and mean. Mean deviation is a mean of all absolute deviations. In this way, the wineries from the first group can assume the certain element as a competitive advantage, and the wineries from the third group can assume absence of the certain element as a weakness comparing to the competitors in the region. To make a visual differentiation and grouping of the wineries a graphic with two axes was made: wine assets and place/experience assets. The author measures each orange cell corresponding to certain winery as value “1”, each red as “0” and blue as “-1”.

2.6. Reviews’ bigrams frequency as an approach to product differentiation

From the last chapter the advantages and weaknesses of Château de Bellet can be better understood comparing to other wineries in the region. The next step of the research is a product differentiation. It is extremely important since the identity of the wine originates from the product, but for marketing, it is more important to understand the perception of this identity in the minds of the customers. Both dimensions: wine and place attractiveness are important for the sales of wines. Therefore, we will follow them both to analyze the possible differentiation of Chateau de Bellet and its wines.

To realize what customers’ perception of the wine, one of the most popular platforms for wine reviews – Vivino was used as a source to collect all the reviews about different Chateau de Bellet wines. The taken reviews are about Chateau de Bellet white, Chateau de Bellet red, Baron G white, Baron G rosé, Baron G red wines. Chateau de Bellet rosé, La Chapelle and Agnes were not taken for the analysis due to the small number of available reviews. When all the reviews were collected, the author started to highlight, the most common used words for each wine. Python programming script was used to make a text preprocessing. Steps for text normalization:

1. Removing punctuations.
2. Removing stop words like 'and', 'the', 'a', 'and etc.
3. Removing digits (converting numbers into the words or removing them).
4. Transforming characters to lower case.
5. Lemmatization (obtaining the correct base forms of words) (Medium, 2018).

Word pairs were generated from the existing sentences. Such pairs are called bigrams. After the frequency of such pairs was found in a given text. This method allows us to distinguish repeated by several customers' characteristics of each wine and this way to make its differentiation, based on collected reviews. The most important characteristics of particular wines the consumers want to highlight can be gotten.

The same method was applied to place and experience dimension. In this case, a TripAdvisor and Google were used as platforms for reviews collection. All reviews about Chateau de Bellet were taken, distinguishing the most used word combinations using Python programming script.

After that, the correlation between the most used word combinations and positive/negative reviews was distinguished. Positive reviews are considered with a score ≥ 4 and negative with a score < 4 .

The method can be used as a tool for product competitive advantages and weaknesses identification.

3. RESULTS AND DISCUSSION

3.1. Selection of customers targets

Combining the results of the Cote d'Azur visitors' data (Cote d'Azur, 2019), Chateau de Bellet visitors and wine sales data and wine production/wine consumption data, the groups of target markets can be created, represented in the Figure 9. First, the author would like to distinguish two big groups of customers due to their motivation, interests, wine knowledge, values etc. The first group of customers is more interested in wine; let us call them "wine enthusiasts". The second group of the customers is more interested to visit a place, have local experience and consumes wine as a part of this experience. Orth and others (2012) made a research showing that certain consumers want to be strongly attached to the place during their visit and they are willing to create a link between a place-based brand and themselves. Positive tourist experience in the region in general will enforce the brand position in customers' perception. Let us call this group "Experience enthusiasts". Looking on the wine enthusiasts more attentively we can distinguish smaller groups. The first target group is wine travelers. Some regularity about country of origin can be found, demographical characteristics or income level, but the author is interested more in their motivation for traveling. The purpose of trip for these people is wine. The researches about wine tourists show that these tourists usually are not interested in only wine, but broader range of activities at the certain destination. That is the reason why this group was distinguished, but it is recommended to attract customers from this group together with the other tourists. The second group of wine enthusiasts is wine professionals. They buy Chateau de Bellet wines due to their professional activities. They are managers of wine shops, restaurants, wine distributors etc. Most of the target market comes from France, Cote d'Azur region. Ile-de-France is an interesting market for distribution improvement.

The big group of experience enthusiasts is more diverse. The biggest group here is Cote d'Azur tourists. They do not know about Chateau de Bellet or Bellet appellation in most cases due to its small size and not enough powerful brand. Nevertheless, they assume wine tourism as a nice addition to their travel experience and a wine as a good option to touch the local culture and taste local production. Here the smaller groups will be examined due to countries of origin:

- 1) Cote d'Azur visitors from France, mostly Mediterranean regions and Paris.
- 2) Cote d'Azur visitors from abroad.

The separate group represents customers, interested in the events organization at the property. They also buy wines and are a small group in terms of the quantity, but still important in terms of value.

On the intersection of wine enthusiasts and experience enthusiasts, a particular, but very attractive target can be distinguished. It represents people, who have summerhouses in Cote d'Azur. We cannot attribute them neither to local population, nor to tourists. Nevertheless, they are people with high incomes, different origin, can be interested in local wine for daily consumption, and can present it to their friends and relatives. This target is also interesting, because they can buy more wine, then the tourists due to luggage limitations.

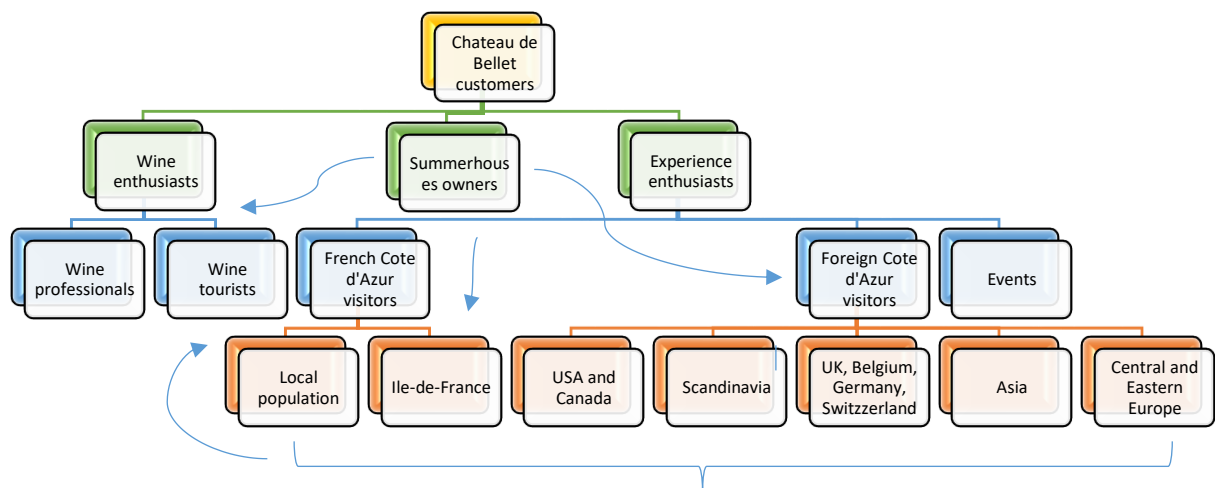


Figure 9. Target groups of Chateau de Bellet customers.

The groups of visitors from each country are not homogeneous. The main targets of Chateau de Bellet customers can be also grouped into next categories:

- Explorers, usually middle age and younger population, ready to spend money on the wine and to discover new styles, regions. It is difficult to attract their loyalty, since they are always in the search for something new, but they are the perfect customers for the winery like Chateau de Bellet. If the explorers are coming to Nice, they will be very willing to discover local particular wines. Bigger part is female.
- Connoisseurs, middle to older age range customers. They know clearly what wine they prefer and usually are strongly tied to certain brands and regions.

- Millennials are young people, who are ready to buy medium range wine, but do not have an opportunity to purchase premium brands. They lack some wine knowledge, but are willing to be engaged into the purchasing process and to be lightly educated. Bigger part is female.
- Image seekers, just started to open the world of wine, do not have a lot knowledge, but are willing to open new drinks. They prefer to get simple information about the wine and do not want to know the details. Usually those consumers are from Eastern countries, young and middle aged, male.

3.2. Selection of competitors target

After analyzing the competitors in terms of wine and place/experience, positioning the competitors can be located on the graph with axes, presented on the Figure 10. We can see the differentiation of the estates in terms of wine and place/experience assets and potential. Abbaye de Lerins has a highest potential in terms of place/experience resources, but in terms of wines, it is in the medium position. Domaine de Barbossi has also high position on place/experience axe, but its wines have weaknesses comparing to others domains. Chateau de Bellet has good assets of both: produced wines and place/experience. To group the wineries of the next groups can be made (certain wineries do not correspond to any group and create its own):

- Wineries with excellent place/experience potential and good wines (Abbaye de Lerins and Chateau Cremat)
- Wineries with excellent place/experience potential and satisfied wines (Domaine de Barbossi)
- Wineries with excellent place/experience potential and excellent wines (Chateau de Bellet)
- Wineries with medium-high place/experience potential and satisfied wines (Domaine du Fogolar, Domaine de Toasc)
- Wineries with good place/experience potential and exceptional wines (Clos Saint-Vincent, Domaine de La Source)
- Wineries with good place/experience potential and satisfied wines (Domaine St Jean, Domaine de Vinceline, La Vasta, Via Julia-Augusta, Sainte-Jeannete's, Domain Augier).

The grouping above enables identifying the apparent positioning of Chateau de Bellet among the potential competitors. We see that it is located a bit outside from the other wineries in terms of wines and place/experience assets. This analysis also shows that Chateau de Bellet can easily become an iconic winery at Bellet appellation, specially based on its heritage and landscape capacities, as well as the high quality of wines. Developing the general more strong image of Bellet appellation as the high quality wines from Nice will be beneficial for both brands: the appellation itself and Chateau de Bellet in particular.

The application of the method for assessing allows both to compare, group the competitors, and to analyze each one separately in detail.

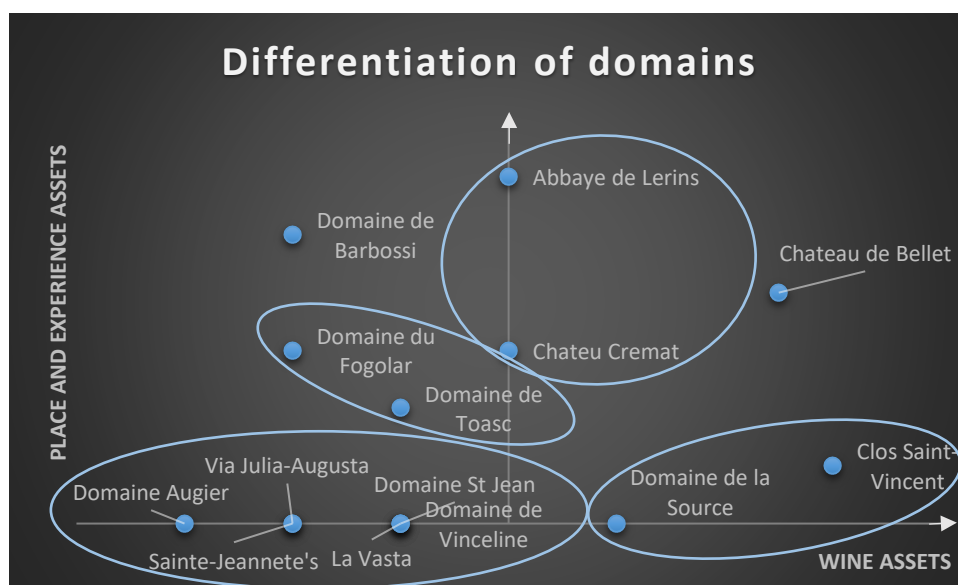


Figure 10. Differentiation of domains.

3.3. Differentiation of Chateau de Bellet

The results of product differentiation, based on Reviews bigrams frequency, can be implemented in communication and positioning of the wines, as the expressions and words the consumers highlight and want to communicate in terms of wine. All the research results can be used as the key success factors to improve the differentiation of Chateau de Bellet products.

In the pictures below, we can see the most typical characteristics of Chateau de Bellet wines, described by Vivino users. The most used word combinations for **Chateau de Bellet white** wine are: white wine, tropical fruit, yellow fruit, citrus, butter, good wine, organic white, nose fruit, fruity white, first time, vanilla oak, sweet oak, good length, local grape, grape Rolle.

Chateau de Bellet red wine is mostly described as Folle Noire, red fruit, full bodied, beautiful wine, Provence wine, Grenache, great wine, full wine, nose black, black fruit, black cherry, Southern France. **Baron G white** wine is mostly characterized as full bodied, well integrated, mouth greedy, well balanced, white fruit, apple palate, long finish, southern white, good finish, good body, pepper, citrus, oak, asparagus sauce, Rolle grape, grape Chardonnay and others. **Baron G rose** wine is described as red berry, best rose, rose color, nose exhales, raspberry, licorice, full, long, beautiful, beautiful wine, superb expressive, expressive nose. **Baron G red** wine is mostly characterized as good wine, red fruit, full bodied, red wine, cherry, tobacco, lot freshness, long finish, Folle Noire, good bottle, good nose, stewed fruit, wine must, full wine, fresh, fruity.

Looking at the reviews of white wines, we have to admit that the positive reviews mostly contain such word expressions: full bodied, well-integrated, white wine, tropical fruit. The rosé wines mostly positively characterized as red berry, best rosé. Positive reviews of red wines concern to good wine, red fruit, full bodied, Folle Noire. The negative reviews do not contain many the same repeated expressions. The correlation of positive reviews and wine attributes can be shown on the Figure 11.



Figure 11. The most used word combinations to describe Chateau de Bellet wine in positive reviews (Vivino, 2019).

Analyzing the TripAdvisor and Google reviews, the next most typical word combinations, used by visitors to describe their **experience**, were found: wine tasting, de Bellet, chateau, guided tour, per person, white wine, taste wine, good wine, tasting three, tour guide, visit vineyard, small vineyard, around vineyard, euro per. Looking at the correlation of positive/negative reviews and word combinations, we can admit that the positive reviews most of all contain such word combinations: wine tasting, guided tour, around vineyard, white wine, per person, good wine, taste wine, tour guide, visit vineyard, took bus, small vineyard, tour vineyard, tasting three, great wine, warm welcome, excellent wine, beautiful place, cost euro, definitely worth, good English, Bellet appellation, la chapelle, walk vineyard, hill Nice, highly recommended, beautiful view, panoramic view, Baron G, excellent wine, euro per, wine making, view Nice, Chemin Saquier, take home, three wine, tour tasting, walk around, wine production, great tour, tour Nice, grape variety, beautiful chapel, bought bottle, see Nice, friendly guide, tasting room, history place, must see, buy wine, tasted wine, tasting wine, knowledgeable guide, great experience, bus promenade, Saquier stop, chapel tasting, bus Nice, amazing view, would recommend, visit winery, great guide, worth visit, Bellet wine, Nice wine (Figure 12).



Figure 12. The most used word combinations to describe Chateau de Bellet wine tourism experience in positive reviews (TripAdvisor; Google, 2019).

The most used word expressions in negative reviews are: wine tasting, per person, euro per, two white, white wine.

From this research we see that the positive reviews mostly concern such attributes of place/experience: wine tasting, guided tour, vineyard, good wine, price, bus, warm welcome, beautiful view, English, Bellet appellation, chapel, Nice, Baron G, wine making, buy bottle, tasting room, guide (friendly and knowledgeable). The negative reviews mostly correlate with such attributes as wine tasting, price, two white wines tasted, white wine.

The frequency of word combinations from the used platforms are presented in Annexes 5 and 6.

After the research on customers' reviews, such differentiation characteristics for the next products were found:

- White wines: complexity of the wine (full-bodied, well integrated); fruitiness.
- Rosé wines: particular style.
- Red wines: fruitiness; full-bodied; Folle Noire variety.
- Wine tourism experience: wine tasting; guided tour; vineyard; good wine; price; bus; warm welcome; beautiful view; spoken English; Bellet appellation; chapel; Nice; Baron G; wine making; wine shop; tasting room; guide (friendly and knowledgeable).

The feature of the wine which is not often mentioned in the reviews is "organic wines". This particularity is considered as an important to attract certain customers target and it is clear now that it should be communicated more efficiently.

3.4. Positioning model

In the recent research devoted to Chateau de Bellet positioning, it was dispersed the ability to present the model (Figure 13), based on marketing mix: product, price, promotion and place.

In terms of product, the main one is the wine itself. The primary positioning is made to sell the wine. At the same time, the bigger part of the sales is made through wine tourism. Wine tourism package is one of the products the company sells and promotes. In this case, wine tourism is considered as a separate product and a place for wine positioning.

Considering Chateau de Bellet positioning for individual (non-professional) clients there are two products: wine and wine tourism experience, connected to wine and location of the domain. In terms of place, there are three spaces for such domain positioning: Chateau de Bellet own location; Nice as tourism destination (Nice and cities nearby) and internet as a virtual space.

The main activity on site is wine tourism experience, which consists of the tour + tasting and wine shop. Using the space for wine sales, consumers are mostly reached with desired high level of involvement during buying process. These type of clients will not only buy, but also become brand ambassadors and loyal clients in long term, that one of the reason to highlight the possibility of wine tasting.

The site is also suitable to organize events here. Events connected to arts are directed to attract attention of local individual clients to the wine and spot. They are concerts, Open Days doors, arts exhibitions, wine educational events, following with a wine tasting. Some events are held already, but there is a possibility to make them more often, diverse and visual on social media. The tourists are welcomed for such events, but their scale cannot be big, so the tourists will not come to the region purposely for certain winery event, they can only come accidentally, being in Nice. The local population and summerhouses owners will be attracted by the event, but it is also important to create a strong connection to the wine, to open specific flavors of the wine, as an oak ageing for Rolle-based white wines, or autochthonous grape varieties, used in rosé and red wines, for example.

The winery has a beautiful terrace with a view on the sea, Alps Mountains and villages on the hills. It is a very attractive place to have a glass of wine and many tourists are asking about this option. It is a plan to have a kind of wine bar at Chateau de Bellet. The landscape attribute and view will attract people to come here even to take a glass of wine. There are few obstacles for that, the main of which is an obtaining a license.

Chateau de Bellet and Bellet appellation in terms of small scale cannot be a tourism destination, but they can extract many advantages being a part of Nice and Cote d'Azur tourism destination with a right positioning. The cooperation with Tourism Board of Nice and Cote d'Azur, boasting an exceptional terroir, a unique location between mountains and sea, a heritage of the place and particular tasting environment; is a very crucial point, especially for "explorers" type of tourists. It could be improved. Wine tourism is not presented in tourism proposal on the web pages of Tourism boards and their printed materials.

The cooperation with the hotels is relatively good. The target hotels have flyers and information about wine tours and are willing to recommend it to their guests. The hotels in the area can supply a flow of tourists in high season. It is a good way to convince “connoisseurs” type of tourists, if they are loyal to the hotel they stay.

The cooperation with restaurants and wine shops can be improved, for instance, organizing mutual events and tastings. There is also a direction in improvement the merchandizing of wine in restaurants and shops, distinguishing the wines as local terroir products and/or highlighting the organic viticulture; and differentiating them this way from other products. The education of restaurants and wine shop staff can be also beneficial. The staff can be invited to the Chateau for explanation of winemaking process and tasting. These people should know the product very well and have a personal connection to sell it better. The customers who want to taste the expression of local terroirs will be interested in guided tours to know more, and this point should be recommended by wine shop/restaurant staff.

One of the advantages of Chateau Bellet is its location and connection with the center of Nice by public bus. This aspect should be well highlighted on all the levels of communication with individual clients. It is an important advantage to attract millennials, young customers, which are less attractive now in terms of revenues but are very important to build a long termed strategy of brand awareness.

There is a cooperation with some travel agencies and Chateau de Bellet, but still there are directions to be developed. The marketing research should be made and target agencies should be selected to create long-term beneficial connections. The key message to include Chateau de Bellet in the package tours is an authentic and a possibility to see a winemaking process.

There is a plan to attract cruises clients to be developed, highlighting non-daily high wine range and ability to see a beautiful vineyard, where it is produced.

Bellet appellation does not have a good communication. Even most of the local population does not know about the existence of the wine appellation in their city. Chateau de Bellet as one of two the biggest producers can be an initiator of appellation promotion. It is beneficial for the appellation as well as for the company being a flagship winery of the region. The classification of competitors above shows us that Chateau de Bellet do not have close competitors and is quite particular in terms of combination of its wine quality and place assets. If the positioning of the appellation will become better, the positioning of Chateau de Bellet will be improved as well. The appellation cannot increase the volume and positioning

should be built on value of the wine and terroir. The image of a unique appellation with good wine, will add perceived value in consumers' minds, especially "image seekers". Some mutual events can be proposed. In future, there would be a great idea to create a Bellet space, where all the wines will be presented for tasting and sale, like it was made in Bandol appellation, for example (Maison de vins de Bandol, 2019). The internet positioning of Bellet appellation should be definitely improved.

The cooperation with local terroir producers can be mutually beneficial. Small olive oil, chocolate, cheese, alcoholic beverages can promote each other and terroir products of the region.

Nice and Cote d'Azur are big tourism destinations, proposing many events and being the partners of these events, the wine brand awareness can be improved. It can be partnership with small cultural and arts organizations. At the same time, Chateau de Bellet has such a quality of wine and name that it can be presented at big-scaled political and cultural events in the regions. Many visitors come to chateau and taste wine because it was served at Prince of Monaco wedding and certain important political summits. This list can be extended to other regional festival and important events. It is a very important in terms of premium wines positioning. According to Kapferer (2005) luxury stopped to be a daily product for extraordinary people, but started to be something extraordinary and occasional for bigger part of ordinary people. The reference to the extraordinary events or people creates the feeling of tasting extraordinary product in the minds of customers and thus the readiness to pay higher price for such a value. It is a good tool to use in the positioning of the premium range of wines.

Internet positioning becomes very important recent years, especially if the strategy is to gain the younger generation. The new web site will be created soon. It should be very attractive and innovative visually. Nowadays communication of image is more important than text content in web marketing. The site should also have a good English version. Nevertheless, an attractive web page is only a base for future work, since the potential customers should find it. There are a lot of work on content filling, its constant updating and SEO improvement.

Google Maps started to play a very important role in customers search. Therefore, a constant attention should be paid to the Google Maps reviews, pictures and right information on schedule, address and so on. A winery, surrounded by prestigious landscape, marked on Google maps, can be easily found by the travelers looking for a memorable experience. The wine shop should be also highlighted. GoogleMyBusiness platforms enables to analyze customers data, improving company's positioning in the internet virtual space.

Social media positioning can be also improved, starting with a creating of a professional, based on customers' data analysis, media plan, which will follow the same unique and attractive style of content. The tourists want to assimilate with the local culture during their stay. One of the tasks of the social media is to show them that the wine is a part of this culture and convince them not just to buy the wine, but to buy this unique experience, which is nearby and easily reached.

TripAdvisor is an important platform for tourists. Reviews about warm welcome and position with the differentiation emphasize there can be key factors to attract the clients.

To appear in the influencers reviews is quite beneficial for promotion of winery and adds significant value to the product. Inviting journalists and bloggers, especially, the ones who have influence on certain niche target markets can improve Chateau de Bellet positioning.

Presence at the platforms, related to wine and travels is one more way to reach the target consumer. First, it is necessary to select the platforms and then constantly check the content, reviews and so on. Storytelling is very important in attracting the consumer in this way.

Wine clubs in the target regions can be a good option to attract customers in long perspective. Here it is more important to increase the awareness about the appellation as attractive, sustainable and different; then keep the communication with certain regularity. In case of Chateau de Bellet it is possible to build "wine clubs" communication in France, countries of wine export and within European Union.

For each case of internet positioning it is important to update the content regularly, build a direct communication with the customer and encourage them to leave the reviews on the preferred platforms. One of the tools for that, but also for keeping the communication with the clients is Customer relationship management (CRM). Mora (2016) name next advantages of CRM: consumers' identification; opportunity to propose specific deals and promotions; better understanding of customers' behaviors, motivations, restraints.

The price for wine and tours is fixed and is in medium high segment, coherent with the target segment.

The main target market for the retailers is people in the region (Cote d'Azur of Alpes-Maritimes department): local population, summerhouses owners and tourists. This choice is caused by volume and financial limits. At the same time, local distribution can be positioned as a unique experience and sustainable wine (consuming of local production and no pollution during transportation).

The local population consists of individuals and enterprises. It is important to reach a local population not only for selling the wine or tours to them, but for creating a brand awareness and a sustainable frame for recommendations and word of mouth marketing. Wine as a part of French culture can be stressed, but at the same time it is important to show wine as a lifestyle part for younger generation and then through this lifestyle image open to them the local Bellet appellation with the quality wines, they can be proud of. These people are mostly urban, socially integrated, willing to learn more about the wine, but in an easy way, without being too much involved in difficult terms and complexity.

The enterprises are interesting in terms of the space rent for corporate events and future cooperation in wine supply. The attractive location is a key factor to increase the number of corporate events on site.

Target French tourists are coming mainly from Ile-de-France region and big cities. They are consumers with a relatively high purchasing power.

Among the foreign tourists, next geographical target markets can be distinguished: USA; North Europe; UK, Germany, Belgium, Switzerland; Central and Eastern Europe, Asia.

Organic wine is very popular in North Europe, where more and more people are willing to follow healthy and sustainable lifestyle. The consumers are willing to pay more for organic wines in these countries (Mora, 2016). At the same time, organic wines are not sufficiently emphasized and it is a nice opportunity for Chateau de Bellet positioning.

The UK, Benilux, Germany and Switzerland customers are usually represent mature enough generation and have a background in wine tasting and knowledge about the wine. They have ability and access to good wines from all over the world. What can be interesting for them is to taste a high quality wine from Nice, their tourism destination. The quality of wine and location can be a nice discovery for these customers.

In Asia wine consumption, concerns to highlighting persons, belonging to high society class (Mora, 2016) and high price of wine can be attractive in this case. Thus, it is a good market to sell premium range.

Central and Eastern Europe can be a small share of market, where wealthy and middle classes started to be interested in wine. The promotion of white and rosé wines will be more beneficial since these styles can easier access to new consumers.

In general, the unique selling proposition can be formulated as an elegant wine from unique and extremely beautiful Nice terroir.

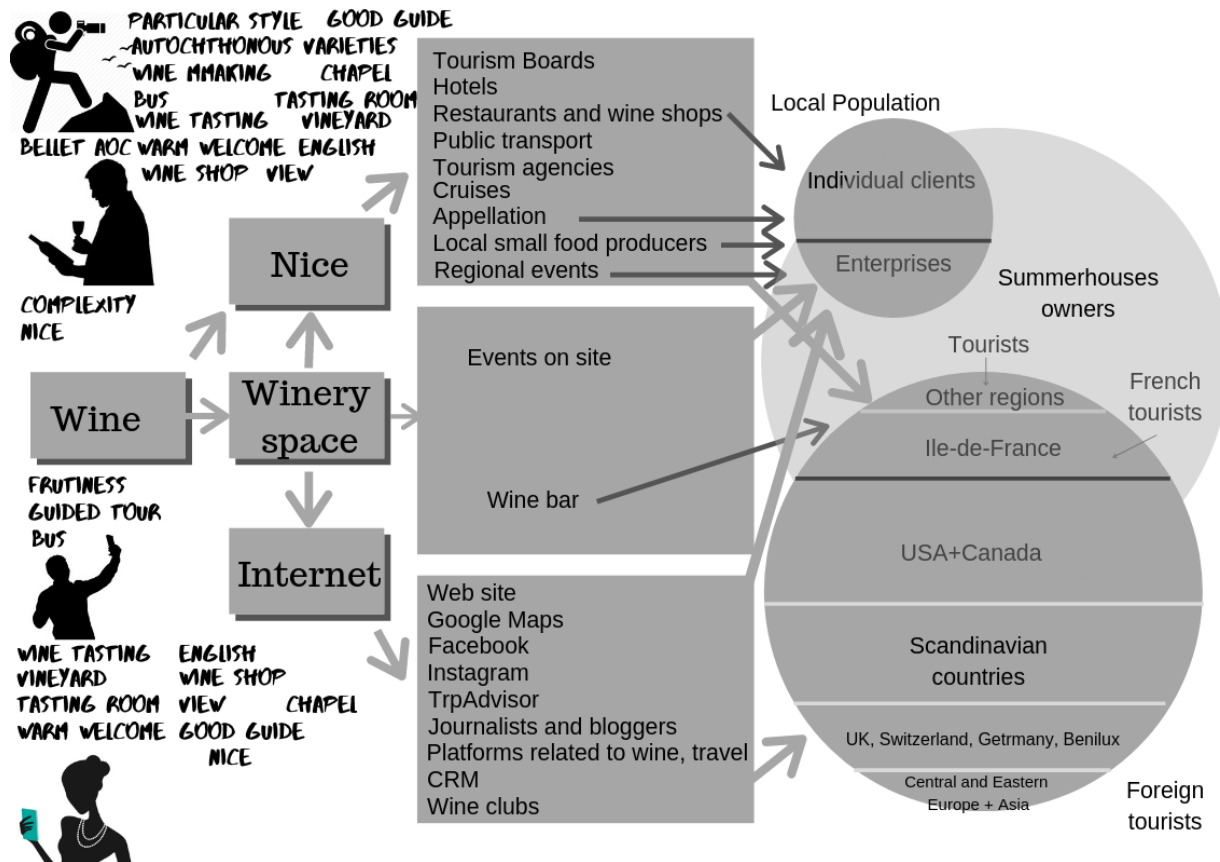


Figure 13. Chateau de Bellet positioning model.

4. CONCLUSION

This paper uncovers implicit features of positioning of wine brand through the tourism. Positioning is a decisive element of the strategic marketing.

The study introduces the apparent marketing activities of Chateau de Bellet in direction of wine and place positioning. The chosen positioning model based on customers' targeting, competitors targeting and finally product differentiation. After the bibliographic research and analysis of winery current situation the importance of tourism in the positioning of wine was presented.

The analyze of Chateau de Bellet winery visitors, Cote-d'Azur visitors, web page visitors gave us a possibility to select customers' targets, initially based on values and motivation of the customers and then divided into the smaller groups based on geographical principle.

The analysis of the competitors was followed by their classification. The statistical method was used to find out the position of each winery in terms of its wine and place/experience assets and to present it visually. Afterwards the competitors targeting was made. The methodology is based on determining the preconditions for wine sales and wine tourism development, assessment of resources and infrastructure. This is a very versatile approach with simultaneous assessment of factors and resources.

Reviews' bigrams frequency was presented as an innovative approach to identification of a unique selling proposition of Chateau de Bellet. It is based on customers' reviews and enables distinguishing the competitive advantages and weaknesses of the products. There are practical consequences of examining the results and applying them to strategic marketing of the company.

The findings from the research provide the foundation for a proposed conceptual model, which united products with their competitive advantages, places, promotion activities and customers' targets. The model allows managing and improving positioning of Chateau de Bellet.

All the positioning methodology presented is attached to Chateau de Bellet, nevertheless the relevance of the paper is a possibility of methodology application for other similar winery as a model for positioning research. Research results can be used as a component of strategic and tactical marketing.

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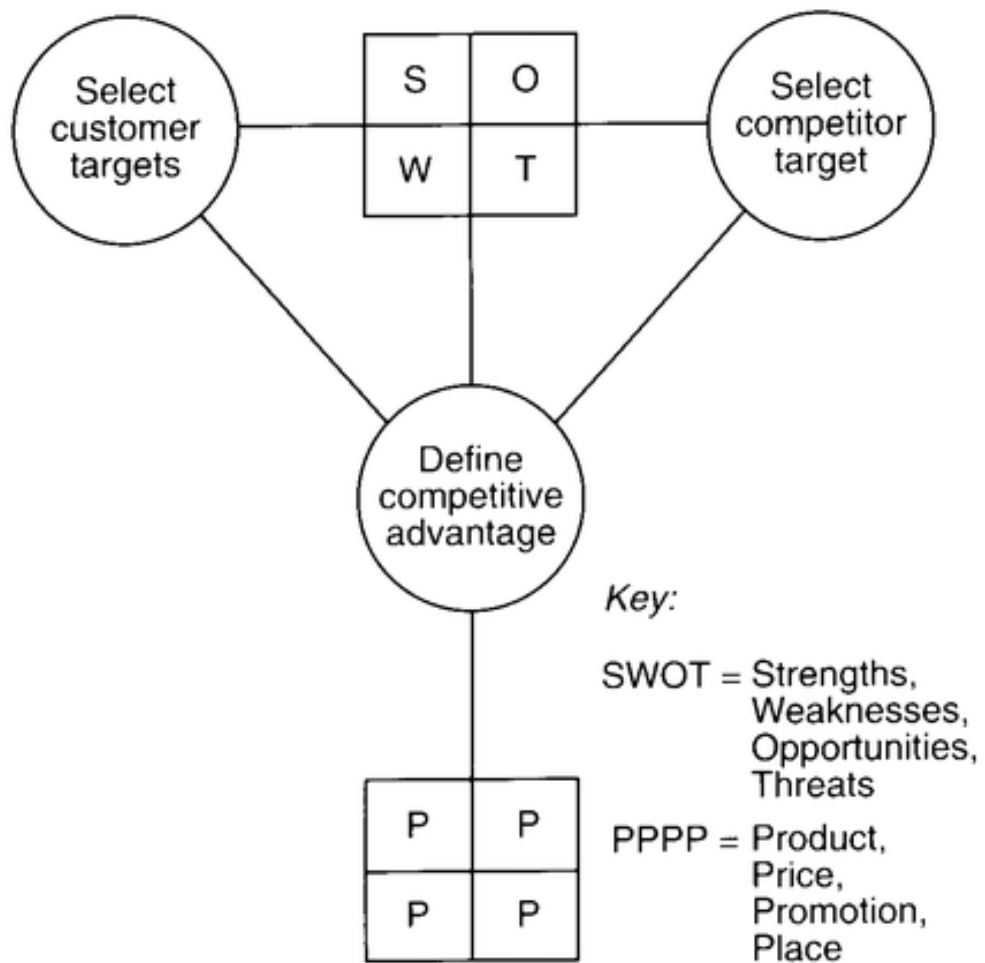
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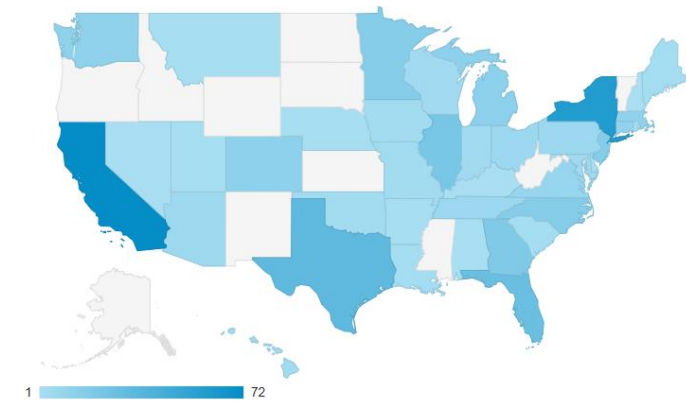
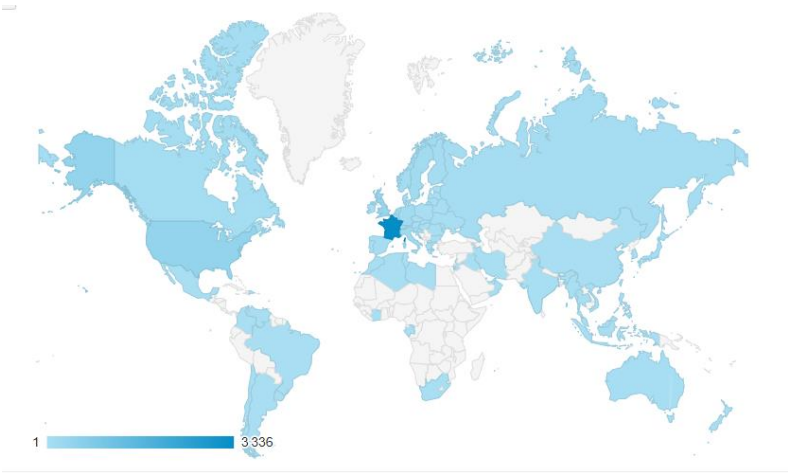
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ANNEXES

A1. The Key Components of Marketing Positioning Strategy Formulation (Brooksbank, 1994).



A2. Distribution of Chateau de Bellet foreign web page visitors by the regions of origin
(Google Analytics, 2019)



A3. Entered queries for Chateau de Bellet by unique users during the first trimester of 2019 (Google My business, 2019)

Query	Number of enters
Chateau de Bellet	1329
Bellet	377
Vin de Bellet	356
Chateau de Bellet	313
château de bellet	313
Chateau de Bellet Nice	180
Vin de Bellet Nice	138
château de bellet, chemin de saquier, nice	128
vin bellet	127
vineyards near nice	115

A4. Calculations of Competitors positioning Wines assets

Estate	AOC wines	AD	Size of the vine yard, ha	AD	Organic viticulture	AD	Average rank of wine on Wine searcher	AD	Average critic score on Wine searcher	AD	Average score on Vivino	AD
Château de Bellet	1	0,36	12	6,58	1	0,36	100330	18275	89,14	0,74	4,04	0,18
Chateau de Cremat	1	0,36	7	1,58	1	0,36					3,97	0,11
Via Julia-Augusta	1	0,36	2	-3,42	0	-0,6					3,8	-0,06
Clos Saint-Vincent	1	0,36	6	0,58	1	0,36	80347,8	38257	89,8	1,4	4,06	0,20
Domaine St Jean	1	0,36	2	-3,42	1	0,36					4,01	0,15
Domaine du Fogolar Collet de Bovis	1	0,36	2	-3,42	1	0,36	188005	-69399	88	-0,4	3,8	-0,06
Domaine de Toask	1	0,36	8	2,58	1	0,36	119362	-756	87,67	-0,73	3,83	-0,03
Domaine de la Source	1	0,36	5	-0,42	1	0,36	123987	-5381	88	-0,4	3,89	0,03
Domaine de Vinceline	1	0,36	1	-4,42	1	0,36					3,9	0,04
Abbaye de Lerins	0	-0,6	8	2,58	1	0,36	99602,2	19003	88	-0,4	3,98	0,12
Domaine de Barbossi	0	-0,6	10	4,58	0	-0,6					3,26	-0,60
La Vasta	0	-0,6	2	-3,42	0	-0,6					4,2	0,34
Domaine Augier	0	-0,6	-	-	0	-0,6					3,5	-0,36
Sainte-Jeannete's	0	-0,6	-	-	0	-0,6						
Mean	0,64		5,42		0,64		118606		88,4		3,86	
Mean Deviation	0,46		3,08		0,46		25179		0,67		0,18	

Place/experience assets

Estate	Architectural heritage	AD	Space for private events	AD	Events	AD	Famous people or events connected to wine	AD	Additional product	AD	Additional product	AD	Restaurant	AD	Trip Advisor score	AD
Château de Bellet	1	0,79	1	0,64	1	0,71	1	0,71	0	-0,36	0	-0,21	0	-0,14	4,5	0,14
Chateau de Cremat	1	0,79	1	0,64	0	-0,3	1	0,71	0	-0,36	0	-0,21	0	-0,14	4	-0,36
Via Julia-Augusta	0	-0,2	0	-0,36	0	-0,3	0	-0,29	0	-0,36	0	-0,21	0	-0,14		
Clos Saint-Vincent	0	-0,2	0	-0,36	0	-0,3	0	-0,29	1	0,64	0	-0,21	0	-0,14	4	-0,36
Domaine St Jean	0	-0,2	0	-0,36	0	-0,3	0	-0,29	0	-0,36	0	-0,21	0	-0,14	5	0,64
Domaine du Fogolar Collet de Bovis	0	-0,2	0	-0,36	1	0,71	1	0,71	0	-0,36	1	0,79	0	-0,14		
Domaine de Toask	0	-0,2	1	0,64	0	-0,3	0	-0,29	1	0,64	0	-0,21	0	-0,14	5	0,64
Domaine de la Source	0	-0,2	0	-0,36	0	-0,3	0	-0,29	1	0,64	0	-0,21	0	-0,14		
Domaine de Vinceline	0	-0,2	0	-0,36	0	-0,3	0	-0,29	0	-0,36	0	-0,21	0	-0,14		
Abbaye de Lerins	1	0,79	1	0,64	1	0,71	1	0,71	1	0,64	1	0,79	1	0,86	4	-0,36
Domaine de Barbossi	0	-0,2	1	0,64	1	0,71	0	-0,29	1	0,64	1	0,79	1	0,86	4	-0,36
La Vasta	0	-0,2	0	-0,36	0	-0,3	0	-0,29	0	-0,36	0	-0,21	0	-0,14		
Domaine Augier	0	-0,2	0	-0,36	0	-0,3	0	-0,29	0	-0,36	0	-0,21	0	-0,14		
Sainte-Jeannete's	0	-0,2	0	-0,36	0	-0,3	0	-0,29	0	-0,36	0	-0,21	0	-0,14		
Mean	0,21		0,36		0,2		0,29		0,36		0,2		0,14		4,36	
Mean Deviation	0,33		0,46		0,4		0,41		0,46		0,3		0,24		0,41	

A5. Frequency of word combinations used in Vivino users reviews (Vivino, 2019)

Wine	Word Cobinations	Frequency	Frequency in positive reviews
Château de Bellet white	white wine	5	4
	tropical fruit	4	4
	yellow fruit	3	1
	citrus butter	2	2
	mouth lot	2	2
	good wine	2	2
	organic white	2	2
	nose fruit	2	2
	fruity white	2	1
	first time	2	2
	vanilla oak	2	2
	sweet oak	2	2
	good length	2	1
	local grape	2	2
	grape rolle	2	2
Château de Bellet red	folle noire	7	6
	red fruit	4	2
	full bodied	3	3
	beautiful wine	2	2
	provence wine	2	2
	noire grenache	2	2
	great wine	2	2
	wine full	2	2
	nose black	2	2
	black fruit	2	2
	black cherry	2	2
	southern France	2	2
Baron G white	full bodied	5	4
	well integrated	3	3
	mouth greedy	2	2
	well balanced	2	2
	white fruit	2	2

	apple palate	2	2
	long finish	2	2
	southern white	2	1
	finish good	2	2
	good body	2	2
	pepper citrus	2	2
	citrus oak	2	2
	asparagus sauce	2	2
	Rolle grape	2	2
	grape Chardonnay	2	2
Baron G rosé	red berry	2	2
	best rose	2	2
	rose ever	2	2
Baron G red	good' wine	5	5
	red fruit	4	3
	full bodied	4	3
	red wine	3	1
	cherry tobacco	2	2
	lot freshness	2	2
	long finish	2	2
	folle noire	2	1
	noire braquet	2	1
	good bottle	2	2
	good nose	2	2
	fruit stewed	2	2
	wine must	2	1
	wine full	2	1
	fresh fruity	2	1

A6. Frequency of word combinations used in TripAdvisor and Google users reviews (TripAdvisor; Google, 2019)

Words combination	Frequency	Frequency in positive reviews
wine tasting	33	28
de bellet	21	18
château de	21	19
guided tour	12	11
per person	11	7
white wine	10	7
taste wine	9	7
good wine	8	7
tasting three	8	6
tour guide	8	7
visit vineyard	8	7
small vineyard	8	7
around vineyard	8	8
euro per	7	4
took bus	7	7
tour vineyard	6	6
great wine	7	6
warm welcome	5	5
excellent wine	6	5
beautiful place	5	5
cost euro	6	5
definitely worth	5	5
good english	6	5
bellet appellation	4	4
go back	4	4
la chapelle	4	4
walk vineyard	4	4
hill nice	4	4
highly recommend	4	4
beautiful view	4	4
panoramic view	5	4
baron g	4	4

wine excellent	5	4
euro per	7	4
wine making	5	4
view nice	5	4
chemin saquier	4	4
take home	4	4
well worth	4	4
three wine	6	4
tour tasting	5	4
walk around	4	4
wine production	4	4
great tour	4	4
tour nice	4	4
grape variety	4	3
chapel beautiful	3	3
wine white	3	3
bought bottle	3	3
first time	4	3
see nice	3	3
friendly guide	3	3
tasting room	5	3
young man	3	3
u history	3	3
history place	3	3
view wine	3	3
tour well	3	3
must see	3	3
old new	3	3
without moderation	3	3
buy wine	4	3
tasted wine	3	3
tasting wine	3	3
guide knowledgeable	3	3
great experience	3	3
bus promenade	3	3
hard rock	3	3

saquier stop	3	3
minute walk	4	3
chapel tasting	3	3
bus nice	3	3
white rose	4	3
amazing view	3	3
would recommend	3	3
red wine	3	3
vineyard winery	3	3
visit winery	3	3
pretty much	3	3
short walk	4	3
a tour	3	3
wine great	3	3
really nice	3	3
great guide	3	3
worth visit	3	3
nice view	3	3
guide spoke	3	3
half hour	3	3
bellet wine	3	3
nice wine	3	3