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VALUE CO-CREATION UNDER THE NEW EMERGING MARKETING
PARADIGM OF SERVICE-DOMINANT LOGIC. ANALYSIS OF THE
TASMANIAN WINE SOCIO-CULTURAL ECOSYSTEM

(LA CO-CREACIÓN DE VALOR EN EL NUEVO PARADIGMA DE MARKETING
EMERGENTE DE LA SERVICE DOMINANT LOGIC. ANÁLISIS DEL
ECOSISTEMA SOCIO-CULTURAL VITIVINÍCOLA TASMANIANO)

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I

El vino siempre ha formado parte de nuestra cultura Mediterránea y ha estado presente en nuestra sociedad desde la época de la antigua Grecia hasta la actualidad. El sector ha vuelto a adquirir relevancia estos últimos años. Especialmente porque se trata de una industria que se dirige siempre hacia una diferenciación, aunque para ello tenga que crear nuevas alternativas, nuevos servicios, que satisfagan las necesidades del consumidor.

La creciente globalización de los mercados ha potenciado el desarrollo de las nuevas tecnologías de la información y de la comunicación (TIC). Ello permite que hayan múltiples redes de conexiones que abarcan a todos los actores, tanto a los demandantes como los oferentes de valor.

Debido a la complejidad de este sector, el empleo de técnicas de marketing resulta idóneo para ofertar un producto adecuado a la demanda actual. Un claro ejemplo de ello se presenta con el término *enoturismo* o turismo del vino; que surge en un esquema unificado que apunta hacia el nuevo paradigma emergente de marketing de la lógica integral de servicio, conocida como Service-Dominant Logic. También apunta hacia la teoría de la co-creación de valor.

Este proyecto se basa en la explicación teórico-conceptual de aspectos clave relacionados a este novedoso paradigma; y estos se aplican posteriormente a un caso de estudio para una mejor comprensión del funcionamiento de la lógica de servicios. El caso práctico trata sobre el sector vitivinícola de Tasmania, centrándose en la parte norte de la isla-Estado y en una ruta del vino concreta.

II

Los autores Stephen L. Vargo y Robert F. Lusch fueron de los primeros en definir las bases de este paradigma, que reciben la denominación de axiomas, y derivados de estos postulados, surgen una serie de premisas fundacionales.

Las conclusiones que se obtienen son sobre la importancia de un servicio como base para un intercambio de valor, aunque en ocasiones no está muy definido como base; por lo que sabemos que será siempre producido por un conjunto de bienes, riqueza y empresas.

El valor del producto es inherente de su uso, por lo que la relación compañía-cliente no termina tras el intercambio sino que continúa a largo plazo. Las sinergias generadas permiten la co-creación de valor puesto que el cliente se convierte en el *operant resource*, que otorgaban ventaja competitiva a la empresa. Los recursos que conforman su contrapartida, los *operand resources*, que incluyen los recursos tangibles, bienes, materias primas, etc.

Estos autores definen también tres categorías o tipos de intercambio de entre los cuales el tercero, el intercambio complejo, es el que más se ajusta a la interacción según la teoría de redes múltiples *many-to-many* marketing. Este tipo de intercambio implica la participación de al menos tres participantes y que ocurra al menos un intercambio directo entre ellos por lo menos una vez.

Evert Gummesson explica los distintos tipos de relaciones entre actores, refiriéndose a las compañías como Bs y a los consumidores como Cs. Existen relaciones entre actores del mismo tipo (B2B y C2C) y entre los de distinto tipo (B2C y C2B). Estas relaciones son de carácter interdependientes, es decir, hay una transición de relaciones unidireccionales (con la lógica clásica) a unas relaciones multidireccionales. Siendo estas últimas bidireccionales, van en ambas direcciones al mantenerse conectados los actores mediante una comunicación; y en consecuencia, una interacción prolongada en el tiempo.

III

El concepto de la co-creación de valor adquiere gran relevancia en el mundo académico y del comercio. Varios autores la definen desde diferentes perspectivas y disciplinas,

como son el marketing, el diseño, la investigación y desarrollo (I+D) de nuevos productos, entre otros. De todas estas definiciones, la conclusión final que tienen en común es que la clave para una correcta co-creación de valor es la integración de los recursos.

Para ello ha de haber un mínimo de transparencia entre los diferentes participantes; que están influenciados por su entorno social y tienen sus propias percepciones sobre el producto o servicio. Desde la perspectiva de la lógica integral de servicio, la creación de valor va más allá de una interacción en dos direcciones, es decir, la interacción desde la perspectiva de la lógica tradicional, *Goods-Dominant logic*, entre la compañía y el cliente.

La co-creación implica a un conjunto de sistemas agregados y a varios actores. El valor se crea conjuntamente al establecerse una mejor comunicación entre las partes y los consumidores obtienen información extra gracias a dicha interacción; en otras palabras, los participantes co-operan para obtener un beneficio. Siendo las empresas las que proponen las experiencias y los consumidores los que ayudan a personalizar las experiencias a sus necesidades.

El marketing, al igual que el entorno, evoluciona hacia un enfoque más global y holístico en el que las relaciones entre los actores tienen una mayor importancia. Se habla de un marketing relacional, puesto que los individuos mantienen una relación con la empresa a largo plazo, o sea, que se mantiene a lo largo del tiempo incluso aunque ya se haya comprado el producto o servicio.

La lógica clásica de Goods dominant logic, basada en una lógica de producción y distribución de bienes hacia los clientes en canales unidireccionales B2B y B2C centradas en el productor y la gestión de las relaciones con clientes no son suficientes para gestionar las practicas comerciales actuales. La perspectiva del *one-to-one* marketing resulta demasiado simple para ilustrar las relaciones actuales entre consumidores y negocios. Además, no se aprovecha el mayor activo de la empresa, que

es el cliente; ya que las interacciones con ellos no deben verse sólo como una ayuda para el departamento de marketing sino para la compañía en su conjunto.

IV

Otro de los factores que tienen un gran impacto en el sector vitivinícola es el *efecto país de origen* y demás conceptos que forman parte del marketing territorial. Esto se debe a que, como se menciona antes, el vino es un producto que se caracteriza por el lugar de origen en primer lugar, seguido de mas características como son el clima, la altitud, el tipo de uva, etc. que generan un valor añadido al producto.

Primeramente, el país de origen es una variable clave para obtener una buena reputación e imagen de marca, y permite a la empresa conocer las ideas preconcebidas de sus clientes hacia el producto; lo que permite tomar acciones de marketing necesarias que adapten el producto para representar la imagen del país y, por tanto, la imagen fiel de la empresa. El proyecto refleja un ejemplo en el que el turismo nacional influye en gran medida en la imagen del país; lo que genera una gran publicidad para las compañías ligadas al turismo y mejora la marca país. Dicha marca país se ve afectada por los estereotipos y las percepciones del público hacia esa nación, así como por el efecto *made-in*.

El marketing de ciudades o *city marketing* en su moderna y amplia acepción – *place branding* – se emplea para la mejora de la imagen de localidades, ciudades o naciones que buscan una mejora de sus características y en consecuencia, su imagen al exterior. En algunos casos, como en las *megaciudades* su identidad es bastante clara e incluso múltiple, por lo que la planificación estratégica será más compleja y de mayor duración para llevarla a cabo correctamente.

A medida que la sociedad evoluciona, nuevos valores emergen y las ciudades necesitan incorporarlos a los suyos. Los valores tanto sociales como humanos son de carácter intangible, pero representan una fuente de financiación importante en la gestión de una

ciudad. Si estos valores se proponen y comercializan apropiadamente, la ciudad se salvará del riesgo a padecer un potencial estancamiento económico. Conseguir un plan estratégico funcional requiere varios pasos a seguir. Como son el análisis de las debilidades, amenazas, fortalezas y oportunidades (DAFO), la comparación de la imagen proyectada y la imagen percibida, la definición del posicionamiento deseado, la ejecución de políticas y planes previamente definidos, y el análisis posterior (fase de control).

V

Este proyecto analiza la industria vitivinícola australiana partiendo de lo general a lo particular, para llegar así al caso de estudio propuesto. Se comienza hablando del sector vitivinícola nacional, pasando después al de Tasmania y finalmente al ecosistema vitivinícola de Tamar Valley.

Australia destaca por estar entre los diez primeros países productores del vino a nivel mundial, así como entre los diez primeros países consumidores de vino. Este país es uno de los mayores socios comerciales de la Unión Europea en el sector vitivinícola, se encuentra entre los primeros países no comunitarios que importan vinos europeos. Además de estar constantemente negociando tratados con otros países como, por ejemplo, el Tratado Transatlántico de Comercio e Inversiones (TTIP).

El país se encuentra entre los quince primeros países con las mayores áreas de producción de vino, con aproximadamente 149.000 hectáreas de viñedos. Las tres variedades de uva más plantadas son las Syrah, Cabernet Sauvignon y Chardonnay. No obstante, se incrementa la plantación de variedades minoritarias lo que incrementa la calidad de los vinos producidos.

Australia emplea distintos términos referidos a la procedencia geográfica de sus productos para así garantizar su protección frente a otros productos. El concepto de *Geographical Indication* (GI) uno de los más relevantes de los que han surgido para

proteger a los productos de calidad y el que más se asemeja a las Denominaciones de Origen (DO). Su función es la de vincular a un producto con su lugar de procedencia, enfatizando las cualidades del producto o la reputación de la zona.

VI

Los productos procedentes de la isla-estado cuentan con un indicador geográfico propio, *Tasmania*, aunque también pueden hallarse bajo el indicador *Southern Eastern Australia*, que cubre la totalidad del tercio sudeste del país. El uso de este tipo de indicadores es fuente de debate entre los productores, puesto que tiene sus ventajas y desventajas. Para las pequeñas y medianas empresas, el esfuerzo económico puede ser uno de los principales motivos que les impidan usar los indicadores geográficos y demás términos incluidos en el Registro. La evaluación del riesgo es necesaria para tomar una decisión al respecto.

Tasmania posee siete regiones vitivinícolas que no han sido reconocidas a nivel nacional todavía. Todas ellas se caracterizan por tener un clima distinto al del resto del país, e incluso difiere entre estas regiones; siendo en algunas más frío, mientras que en otras el clima es más templado debido a su proximidad al mar. Las regiones Tasmanianas ofrecen diversas experiencias turísticas adaptadas sus características geográficas, culturales, topográficas, climatológicas, etcétera.

Este proyecto identifica las diferentes interacciones en las redes de múltiples actores en el ecosistema de la Ruta del Vino de Tamar Valley; entre estos participantes se incluyen los visitantes, los turistas, los bodegueros, los granjeros, instituciones públicas y privadas, entre otros.

Como consecuencia de estas interacciones, diversos tipos de actividades turísticas han ido surgiendo en la zona. Dentro del turismo del vino, suelen haber procesos de innovación que relacionan el vino con la arquitectura; ello se consigue mediante la construcción de infraestructuras modernas o diseñadas por arquitectos de renombre internacional. Se hace mención de un caso dentro de la región de Tamar Valley en el que se procedió a construir una bodega que funciona con energía solar.

Otro caso de actividad turística relacionada con el vino, es el denominado *landscaping tourism* o turismo paisajista. Este tipo de turismo se da gracias a la designación del valle como una Área de Excepcional Belleza Natural (AONB) y los esfuerzos de los residentes locales de conservación de su patrimonio natural y cultural.

Muchos de sus parajes cuentan con designaciones oficiales que reconocen su singularidad a nivel internacional. Como, por ejemplo, sus minas de carbón fueron declaradas como un Sitio del Patrimonio de la Humanidad (WHS); o sus zonas fluviales como Sitio de Interés Científico Especial (SSSI); etcétera.

VII

Aplicando una metodología que analiza la complejidad de la co-creación de valor en un entorno complejo, se procede al estudio del caso práctico sobre la Ruta del Vino de Tamar Valley y una de las bodegas de dicha ruta.

El proyecto refleja los procedimientos aplicados para la recolección y análisis de datos de fuentes primarias y secundarias. Entre ellos destaca el uso de encuestas a usuarios y enumera conclusiones obtenidas tras su análisis; por otra parte, se plantea llevar a cabo una entrevista en profundidad con una empresa de la zona y así identificar a otros posibles actores del ecosistema.

En el estudio microeconómico, para el caso de la bodega, se mencionan las características del negocio y sus productos; también de las sinergia que posee con otros negocios o actores, como la unión del vino con el arte a través de la participación en eventos celebrados cada par de años y con una gran acogida entre el público.

Entre los actores que forman parte del micro-entorno de la bodega destacan los artistas locales, los restaurantes, las asociaciones turísticas locales, los clientes, los residentes, entre otros.

En el estudio macroeconómico, para el caso del propio valle, se observa una mayor complejidad en el entorno y la identificación de los actores y sus relaciones no queda

tan clara como en el caso anterior. En él se concluye que la información recabada no fue suficiente para poder crear un esquema 100% representativo de la realidad del entorno, pero, no obstante, significa un primer paso para futuras investigaciones al respecto.

VIII

La región de Tamar Valley es un claro ejemplo que verifica la practicabilidad del paradigma de la lógica integral de servicio y la teoría de la co-creación de valor. Ello se justifica en que varias instituciones tanto públicas como privadas han creado redes que promueven valores y cualidades únicas de esa zona. Lo que genera beneficios para todos los actores interventores.

Para los negocios significa unos mayores ingresos y ampliación de cartera de clientes; y para los consumidores significa una mayor oferta de productos y servicios que satisfacen sus necesidades. En el mundo del vino, las conexiones entre los actores es más significativa puesto que sin ellas, la remodelación del sector no hubiera sido posible y no tendría la importancia económica y social que tiene hoy en día.

El sector vitivinícola Australiano, en general, resulta particularmente distinto al Europeo. En principio se debe a las diferencias culturales y, en gran medida, del comportamiento de los consumidores. Sus percepciones sobre el producto no son iguales que las que posee un europeo, se valoran elementos diferentes como la calidad y el tipo de vino (tinto, blanco, espumoso, etc.); pero hay otros elementos como la marca nacional que no están tan presentes en las mentes del consumidor.



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ABS Australian Bureau of Statistics

ACL Australian Consumer Law

ACCC Australian Competition & Consumer Commission

ACCI Australian Chamber of Commerce & Industry

AGWA Australian Grape and Wine Authority

AMAG Australian Made, Australian Grown

AMCL Australian Made Campaign Limited

AONB Area of Outstanding Natural Beauty

AWRI Australian Wine Research Institute

COE Country of Origin Effect

COO Country of Origin

DART Dialogue, Access, Risk assessment, and Transparency

FP Foundational Premise

GI Geographical Indicator

G-D Goods-Dominant

LGAT Local Government Association of Tasmania

NPD New Product Development

NWF National Wine Centre

PR Public Relations

S-D Service-Dominant

TAVATA Tamar Valley Tourism Association

TVAONB Tamar Valley Area of Outstanding Natural Beauty

WIPO World Intellectual Property Organization

WWTG World Wine Trade Group

1. ABSTRACT AND KEYWORDS

ABSTRACT

In this project we have proceeded to the theoretical analysis of the role of Marketing and its importance in an increasingly dynamic, globalized and competitive environment; according to the new emerging paradigm alternative to traditional Marketing, known as Service-Dominant Logic (Vargo & Lush, 2014), where the co-creation of value arises between actors and institutions through multiple exchanges in networks “Many-to-many Marketing” (Gummesson, 2008).

Subsequently, this series of concepts are applied to a practical case in the world of wine industry. In this, the process of differentiation of the product is analyzed from different elements apart from the place of origin of the wine production, such as the grape varieties used, the offer of services that promote culture, gastronomy, tourism, and so on.

Keywords:

Service-Dominant Logic, value co-creation, multiple exchange networks (Many-to-many Marketing), Territorial Marketing, wine tourism, culture, wine, Tasmania

RESUMEN

En este trabajo se ha procedido al análisis a nivel teórico del papel del Marketing y su importancia en un entorno cada vez más dinámico, globalizado y competitivo; según el nuevo paradigma emergente alternativo al Marketing tradicional, conocido como Service-Dominant Logic (Vargo y Lusch, 2014), donde la co-creación de valor surge entre actores e instituciones mediante múltiples intercambios en redes “Many-to-many Marketing” (Gummesson, 2008).

Posteriormente se procede a aplicar esta serie de conceptos a un caso práctico en el mundo de la industria del vino. En este se analiza el proceso de diferenciación del producto a partir de diversos elementos aparte del lugar de procedencia de la producción vitivinícola, como son las variedades de uva empleadas, la oferta de servicios que promueven la cultura, la gastronomía, el turismo, etcétera.

Palabras clave:

Lógica Integral de Servicios, co-creación de valor, redes de intercambios múltiples (Many-to-many Marketing), Marketing territorial, enoturismo, cultura, vino, Tasmania

2. INTRODUCTION

The vine has been part of several Mediterranean cultures along their history, from the ancient ones (e.g. Phoenicians, Carthaginians, Greeks, Romans, etc.) to the modern ones (e.g. French, Spanish, Italian, etc.), and the wine has been a beverage that represents much more than just the land it is originated from. The wine has several benefits, not only for the consumers' health but for the vine farmers and the area around the wineries as well as the enterprises that export and import wine; as well as being part of a culture and a product with an ongoing growing demand.

Nowadays, the international wine sector follows a tendency towards differentiation and the creation of new tendencies. This is due to the globalization of the markets and the development of new technologies of communication that allow for a network of connections between wine exporters, importers, and consumers.

The complexity and competitiveness in the wine sector have made the application of Marketing key in order to offer a product that caters to the customers' needs or the emergence of new services that provide an added value for consumers. Therefore, the concept of wine tourism arises as a unified Marketing scheme that hints at the Service-Dominant Logic paradigm and the value co-creation from both suppliers and demanders.

Throughout this project, there will be two main sections: a theoretical one in which several Marketing concepts will be introduced in order to present the S-D logic paradigm and the theory of value co-creation, and a practical part in which a case study will be used as a mean to consolidate a series of the ideas previously explained in the theoretical part.

2.1. GOAL AND MOTIVATIONS OF THIS TOPIC

The motives behind the election of the present affair of this end of degree project are:

- A passion for wine, its culture, and production due to personal preferences amongst other alcoholic drinks and it being part of social interactions on family gatherings and events.
- The current situation of the wine sector and the relevance the industry has gained in recent years thanks to the development of new tendencies and alternatives that seek differentiation.
- The significant growth of wine consumption in other continents like Asia, where the perception of wine is different from Occidental consumers' because Asians see it as a luxurious and more sophisticated liquor than Europeans or Americans, who see it as a fancy refreshment.
- The increasing number of quality wines on the market that are available, as consumers are more demanding and tend to do research if they deem necessary despite the fact that the basic information about wine is easily accessible on the Internet.

2.2. INTEREST IN THE TOPIC AND RELEVANCE

Through the analysis of the Tasmanian wine industry, we hope to inspire the reader to be interested in the theme. The international wine trade is a topic of great relevance since the demand for wine in the Oceanic and Asian market has increased slightly more compared to traditional wine consuming countries.

Also, the presence of wine in international gastronomic fairs and the celebration of wine and spirits fairs are more frequent and popular than ever before thanks to the innovation and research done by actors of the market.

3. OBJECT OF THE PROJECT

3.1. DEFINITION OF THE OBJECTIVES

The main aim of this final degree project is to recognize the importance of Marketing in the wine sector by analyzing a change of perspective to a Service-Dominant Logic.

On the project's theoretical section, our objectives are:

- To explain the evolution from a Goods-Dominant Logic to a Service-Dominant Logic.
- To develop the idea of “Many-to-many” networks.
- To realize the existence of an exchange of value of integrated goods or services.

As for the practical part, our goals are:

- To show how value is co-created by producer and consumer with a shared purpose.
- To demonstrate the intricacy derived from various transactions between businesses or actors.

3.2. CONCEPTUALIZATION OF THIS RESEARCH AND PROBLEMATIZATION OF THE APPROACH

This work intends to respond to the following queries:

- “To what extent does the reputation of Tasmania influence the marketing of Tamar Valley?”
- “How is value co-creation conceived between institutions and consumers?”
- “How do many-to-many marketing exchanges materialize in this area?”

The hypothesis that can be raised to answer them are:

- The effect of a change of vision from a Goods-Dominant Logic towards a Service-Dominant Logic.
- Many-to-many marketing relationships play a decisive role.
- The direct relationship culture and tradition have with city marketing.
- Tourism as a determining aspect whilst construing the integral service thematic on the terrain.

3.3. PRACTICAL IMPLICATIONS

When carrying out the study of a practical case we have the opportunity to demonstrate the application of the theoretical-conceptual sections to reality.

Observing how the combination of cultural and gastronomic activities work with the experience of visiting wineries. Thus, utilizing an integral service logic and the added value sought by the actors is co-created.

We hope to promote the reader's interest in this topic. Since showing the results of research on such a specific market might motivate future entrepreneurs or investors to step out of their comfort zone and take risks.

4. METHODOLOGY

This report is structured in two main blocks: a technical part and an analysis of a real practical case.

The first section starts off with a synopsis of scientific articles referring to the paradigm of Service-Dominant Logic and value co-creation. Then, expanding it with different concepts such as many-to-many marketing networks, city marketing, experiential marketing, or wine tourism.

The second section analyses a case about wine production in Tasmania. Our focus is the city of Launceston and the regions of the Tamar Valley Wine Route. We will verify what is exposed in the theoretical block is true and is applied to the market.

There is correlation between companies, clients and institutions. As they manage to incorporate services associated with wine to their surroundings. Like, for example, experiential tourism and eco-tourism.

To grasp the progressive method of value co-creation in the practical part, we were advised to use analytic tools such as questionnaires¹ and system charts. The survey's aim is to get the opinions and perceptions of the participants. Also, it truly serves as the base for an in-depth interview with wine producers. The execution was a challenge due to time zone differences, time availability, and so on. This reveals why a low planned number of transcripts was completed in the end.

We collected most of the pertinent information from secondary sources. Hence, relying on publicly available data, databases and statistics that have not been used for ongoing research as far as we know.

¹ The survey was handled by different people. Hence, the data collection was a slow and lengthy process.

5. SERVICE-DOMINANT LOGIC; THE EMERGING MARKETING PARADIGM

5.1. INTRODUCTION

The concept of Service-Dominant (S-D) Logic first appeared in early 2004 in an article on the *Journal of Marketing* and was titled “Evolving to a New dominant Logic for Marketing” by authors Vargo and Lusch. In said article, there is a debate about the main marketing principles and a new dominant logic for marketing is presented.

The S-D logic adds a new perspective on which value is co-created by companies and consumers. Importantly, it becomes a logic for creating the wealth, and viability, of economic and social organizations.

5.2. AXIOMS AND FOUNDATIONAL PREMISES

In the development of S-D logic, Vargo and Lusch (2004) strived to be explicit about its premises, assumptions, and language. Four axioms set the basis of S-D logic. These postulates serve as a platform for supplementary foundational premises² (FP) that hold the underlying structure of S-D logic. These are depicted in Figure 5.1.

Under the first axiom (FP1), we have four derivative FPs: FP2, FP3, FP4, and FP5. Below axiom 2 (FP6), there are two: FP7 and FP8. Both axiom 3 (FP9) and axiom 4 (FP10) do not have direct secondary FPs. We will proceed to list a few notes about these premises:

- A service is considered the base for a value exchange and not an intangible alternative to tangible goods (i.e. products).
- A service as exchange base is not always clear. It is produced by a mixed aggregate of goods, wealth, and companies.

² They based their theory on eight FPs. Then, reviewed, adjusted, and expanded them to ten.

Figure 5.1. Axioms and foundational premises of S-D logic

AXIOM 1	
FP1: Service is the fundamental basis of exchange	
FP2: Indirect exchange masks the fundamental basis of exchange	FP4: Operant resources are the fundamental source of competitive advantage
FP3: Goods are distribution mechanisms for service provision	FP5: All economies are service economies
AXIOM 2	
FP6: The customer is always a co-creator of value	
FP7: The enterprise cannot deliver value, but only offer value propositions	FP8: A service-centered view is inherently customer oriented and relational
AXIOM 3	
FP9: All economic and social actors are resource integrators	
AXIOM 4	
FP10: Value is always uniquely and phenomenologically determined by the beneficiary	

Source: Adapted from Vargo and Lusch (2014)

- The product's value derives from their use and the service they give. Thus, customer-company interaction does not stop after the exchange. On the contrary, it is a constant process where there is *value in use*³.
- *Operand resources*⁴ are easier to imitate. *Operant resources*⁵ include human factors, which are harder to reproduce.
- Goods have always provided a service, even when the logic was Goods-Dominant (G-D), and the increase of specialization nowadays makes it more obvious.
- There is an interactive contact between actors. This synergy enables the co-creation of value as the client becomes an operant resource that gives a competitive advantage to the supplier.

³ Value is co-created throughout the use of the goods.

⁴ For *operand resources*, an operation needs to be applied to produce an effect. Such as physical resources, goods, raw materials, and so on.

⁵ *Operant resources* produce affects on their own. Say, specialized skills and knowledge.

- Companies' task is to promote the creation of value from value propositions. Since value is something that is not added to the product before it enters the market. Rather, it is co-produced by clients.
- It should be noted that a service is inherently customer oriented. Thus, service orientation is always directed at the beneficiary of the service.
- Corporations blend and modify micro-specialized skills in complex services that are on demand.
- Value is distinctive, experiential, and circumstantial. Its relevance is given by the individual that utilizes the product. Therefore, value cannot be readily delimited beforehand, as it develops through co-creation.

5.2.1. Differences between G-D Logic and S-D Logic

Before we continue with further concepts, we ought to acknowledge the discrepancies between the traditional marketing prospect, Goods-Dominant (G-D) logic, and S-D logic. These deviations are compiled in Chart 5.1.

Chart 5.1. Differences between G-D logic and S-D logic

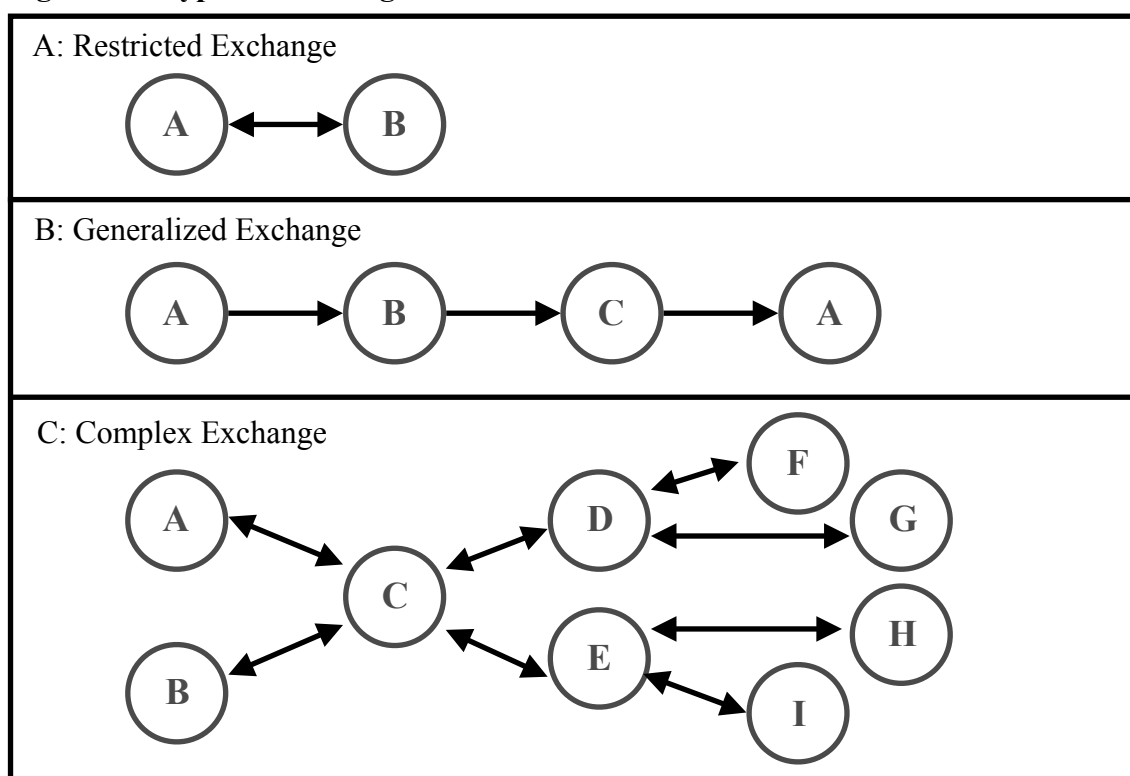
Goods-Dominant Logic	Service-Dominant Logic
Value is delimited by a producer and embedded in the goods. It is defined as <i>value in exchange</i> .	Value is perceived and delimited by the consumer. It is named as <i>value in use</i> .
Wealth is earned from a surplus of tangible resources.	Welfare overcomes wealth and is obtained through an exchange of expertise and skills between producers and consumers.
Goods act as finished goods but are also the goals of the exchanges.	Goods are considered the means of the exchanges. They are the interaction channels between providers and clients in mutual service trades.
Goods or services are the main actors of exchange.	Actors are conceptualized as producer-client exchange to gain profits according to their competencies.

Source: Compiled by author based on Vargo and Lusch (2014)

5.2.2. General types of exchange among human actors

Additionally, it is essential to study three general types of exchange among human actors (see Figure 5.2.). They are limited, generalized, and combined. Each one of them is a means of transferring resources and is linked to actor networks. Still, there are more ways to gather sources from other actors aside from an exchange.

Figure 5.2. Types of exchange

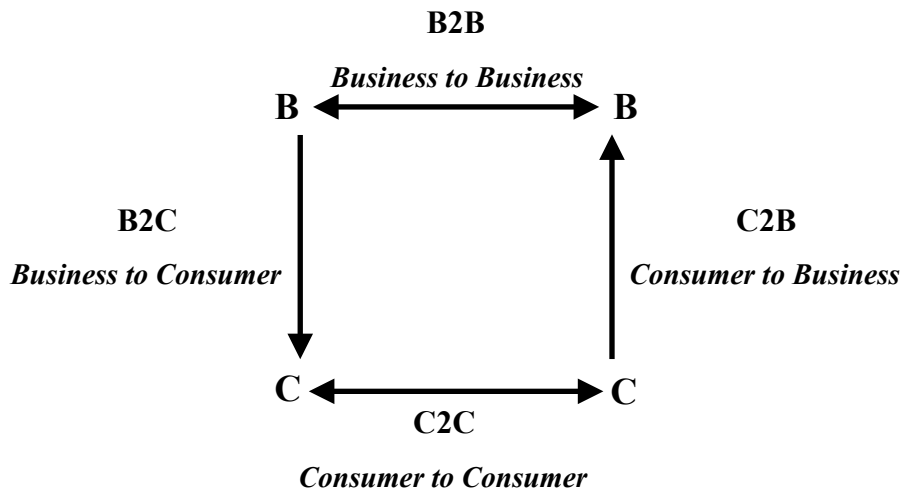


Source: Adapted from Vargo and Lusch (2014)

- A **restricted exchange** is normally referred to as a mutual exchange. In other words, it is an exchange in which an actor trades with another actor.
- A **generalized exchange** is that in which there are at least three actors involved. They do not perform a direct exchange with the other actors, but they do exchange indirectly.
- A **complex exchange** is that in which at least three actors are needed too. A direct exchange within all of them will happen at least once.

Figure 5.3. illustrates Gummesson's explanation of B2C relationships, which were the bases of the traditional one-to-one marketing, and the emerging C2C and C2B relations. It is to be noted that the Bs represent businesses, and the Cs represent consumers. Thus, appearing various associations among them.

Figure 5.3. Exchanging Bs and Cs



Source: Adapted from Gummesson (2008)

Considering this statement, we can conclude the following:

- A B2C relationship refers to the traditional marketing-mix theory based on the 4 P's.
- In a C2C relationship, a consumer is influenced by another consumer. This type of relationship has been impulsed by the use of the Internet to share experiences.
- In a C2B relationship, the supplier offers a product knowing their customers' opinion. That is to say that the user is a value co-creator.
- In a B2B relationship, businesses cooperate to get a better position by using valuable data obtained from consumers. So they can improve their products and services.
- B2B, B2C, C2C, and C2B relationships are interdependent. We can observe the change from a unidirectional point of view to a bi-directional focus in which companies and consumers remain connected and interact.

5.3. VALUE CO-CREATION

Value co-creation is a result of the new theory of the integral service logic. It has acquired great relevance in both trade and scholar levels. New technologies have been a great booster for this theory due to consumers having more access to information. Consequently, they can offer experience and knowledge to the company.

Several definitions of value co-creation from various disciplines and perspectives such as Marketing, Service, Interaction, Design, Innovation and New Product Development (NPD) have been discussed in management literature. Chart 5.2. contains numerous definitions of value co-creation synthesized from various authors.

Chart 5.2. Various definitions of value co-creation

Authors	Value co-creation definition
Gronroos and Voima (2013)	"[...] refers to customers' creation of value-in-use where co-creation is a function of interaction."
Roser et al. (2013, p.23)	"[...] an interactive, creative and social process between stakeholders that is initiated by the firm at different stages of the value creation process."
Ind & Coates (2013, p.92)	"[...] as a process that provides an opportunity for on-going interaction, where the organization is willing to share its world with external stakeholders and can generate in return the insight that can be derived from their engagement."
Lambert & Enz (2012, p.1601)	"[...] as a three phase cycle comprised of (1) joint crafting of value propositions, (2) value actualization, (3) value determination."
Gronroos (2012, p.1523)	"[...] is a joint collaborative activity by parties involved in direct interactions, aiming to contribute to the value that emerges for one or both parties."
Edvardsson et al. (2011, p.327)	"[...] is shaped by social forces, is reproduced in social structures, and can be asymmetric for the actors involved."
Gummesson & Mele (2010, p.190)	"[...] is enabled by Actor 2 Actor (A2A) involvement and commitment. It is a time-based process which simultaneously comprises parallel and sequential phases."
Xie et al. (2008)	"[...] Prosumption as value creation activities undertaken by the consumer that result in the production of products they eventually consume and that become their consumption experiences."
Zwick et al. (2008, p.184)	"[...] as a set of organizational strategies and discursive procedures aimed at reconfiguring social relations of production, works through the freedom of the consumer subject with the objective of encouraging and capturing the know-how of this creative common."
Payne et al. (2008, p.84)	"[...] process involves the supplier creating superior value propositions, with customers determining value when a good or service is consumed."
Wikstrom (1996, p.362)	"[...] is company-consumer interaction (social exchange) and adaptation, for the purpose of attaining added value."

Source: Agrawal & Rahman (2015)

The key for a correct value co-creation is the integration of resources. Taking into account that an interaction can take place anytime. So, suppliers will provide value propositions and stakeholders will share potentially innovative ideas.

In order for interactions to take place adequately, a minimum transparency is needed so everyone will benefit from this co-creation. It is to be noted that all actors, who are part of exchange networks, are influenced by their social environment and their own perceptions.

5.3.1. The interaction between actors: DART components

It is important to identify certain components while talking about value co-creation. Their combination is essential for interactions between the actors to transpire.

- Dialogue: at the markets, various discussions between consumers and suppliers take place. It implies interactivity, compromise, and reciprocity between them. An their situation must be even for it to be fair.
- Access: users need to have access to data to complete their knowledge about the product or service they are acquiring. And firms have to be fully transparent.
- Risk assessment: buyers will ask firms to inform them about the risks and techniques used to evaluate said risks so they can make their final purchasing decision.
- Transparency: thanks to the progress of new technologies, especially the use of the Internet, users can have even more data. Hence, open information must be exchanged from both parties with the goal of benefiting from it.

According to Prahalad and Ramaswamy (2004), the combination of these four elements is essential to make this process happen. Thanks to the dialogue customers gain more knowledge, and transparency at the same time.

These high-quality interactions enable the client to co-create unique experiences with the business. They are the key to open new sources of competitive advantage. The value will have to be created jointly. Also, from the S-D logic perspective, the creation of value expands further away from a dual interaction. Due to this process being dynamic, it involves an aggregate of systems and actors.

5.3.2. Value co-creation and experiences

One of any company's concern is to be able to know their clients' experience while using their products and services. With the progress of new technologies, the users' role in the definition of products and services, and their experience with them can be even deeper. This perspective is based on the notion of value being located in individuals' experiences; and therefore does not derive from the consumption of goods and services (Prahalad and Ramaswamy, 2004). Hence, without client participation, the company cannot produce value.

This engaged, acquainted, and net-connected users offer value through interaction, they are relocating the value to the experiences (Prahalad and Ramaswamy, 2004), where the market is shifting into a conversation forum. Individuals co-create their experiences in a setting where the business as a whole intervenes through multiple interactions. So, the clients' role in the creation of value is active and the company's role is to facilitate the creation of value based on experiences and enhancing the interactions.

Consequently, the concept of a market is going through a transformation due to the connection between consumer and company. That is a result of the clients' awareness of their negotiating power.

We are moving towards a world where the value is a result of a negotiation between the individual consumer and the company. We are going to refer to the article "Co-creation experiences: the next practice in value co-creation" (Prahalad and Ramaswamy, 2004) to simplify the concept of value co-creation (see Figure 5.4.).

Figure 5.4. What is value co-creation?

Is NOT value co-creation	IS value co-creation
Value is client-focused, in other words, ‘the client is always right’ or ‘the customer is king’.	Value is co-created by the company and the client.
Product diversity. An individual segment. Rigorous market research.	A diversity of experiences. A unique event. Undergo the business as customers do in real time.
Put experiences on display.	Co-construct customized experiences.
Innovation according to the demand’s idea for NPD.	An innovation of environments for the co-creation of new experiences.
Presenting the customer a good service. Mass customization of offers adjusted to the Supply Chain industry. Assigning the company’s activities to the client (self-service). The client is a co-designer of services and products.	Allow the client to co-create the service experience and adapt it to its context. Setting the problem and its solution together. Devise an event scene in which the clients can address and co-create custom experiences.

Source: Compiled by author based on Prahalad & Ramaswamy (2004)

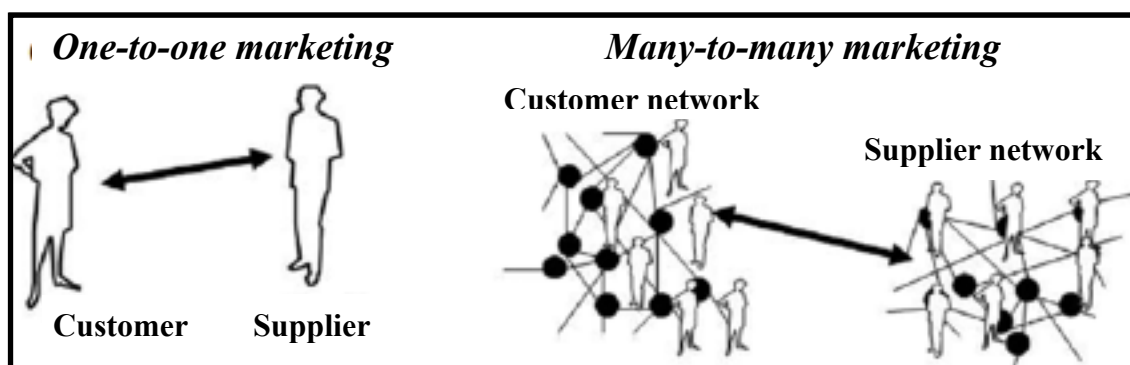
5.4. MANY-TO-MANY MARKETING

The complexity of the environment nowadays affects the management of the relationships with the clients. Generating competitive advantages that are a key aspect for the company. Marketing has been evolving towards a more global focus; in which relationships have a special relevance established between the company, there providers, and all of them with consumers. We can observe an evolution of the relationships and marketing focuses.

There has been a transition from transactional to relational marketing. Transactional marketing focuses only on the interests of the individual in the short-term and ending the action in the moment of the sale. In contrast, the relationship with the consumer is long-term and starts at the moment of the sale. This way, value co-creation is proposed as a networks process. In it, the value is generated through the combination of multiple efforts from many parties.

Gummesson focuses on the study of the changes in the competitive environment and the society, that has produced a change in the Marketing paradigm (1994, 2004). Customer Relationship Management and “One-to-one” Marketing are not enough to manage the present business practices. This is due to the narrow relationship focus between a provider and a single client. The figure below (Figure 5.5.) illustrates the difference between this two paradigms, then we proceeded to their respective description.

Figure 5.5. Difference from one-to-one marketing and many-to-many marketing



Source: Adapted from Gummesson (2004)

On the *one-to-one* perspective, we observe that the interaction is only formed by the client and supplier. Also, feedback did not exist on the same level that we have with the S-D logic. Communication from the company has changed from unidirectional to multi-directional. In the latest one, the client is the company’s biggest asset; but this relationships have to be a task for the company as a whole, and not only a response from the marketing department.

While on the *many-to-many* outlook we discern different networks where consumers and supplier interact. In this complex setting, the co-creation of value is done through several network theories. And they affect all the activities done by all the network’s actors. Hence, the value is not created internally but co-created between the company and the clients.

Gummesson also mentions three concepts amongst the relational marketing focus: the relationships, the networks, and the interactions. The relationships connect or join people for a certain amount of time; being necessary at least two participants: supplier and client. When there are more than two actors in a relationship, we can affirm that a relationship network has been created. What happens in these networks is called interaction.

The S-D logic model has a fundamental pillar: the establishment of relationships when generating value. The network place branding is emerging between different stakeholders; on both public and private boundaries; on a local, regional, national, and international level. Which generate a complex exchange network with different types of users from the demand side like consumers, tourists, new inhabitants, and institutions; all of them being potential clients of value propositions offered by the stakeholders.

We can classify the geographic levels by micro, meso, and macro systems. This means a local or regional level, a national level, and an international level (Vargo and Lusch, 2015).

- The first system we start from is the regional or micro, a simple actions system. In other words, small exchanges between a few actors that, thanks to the flexibility they have, create the next level.
- The meso environment is slightly more complex. And is comprised of more actors that have been attracted on the first phase.
- If the interactions keep increasing, more links are generated and the macro or international level is reached. It influences directly over the levels below. In it, we can find the language, the values or the institutions.

One of the advantages of multiple networks is that it does not suppose a drastic change with the previous marketing theories. That is because this theory includes all types of marketing that have existed up until this point.

According to Vargo and Lusch (2014), this new S-D theory is just starting, affirming that co-creation is going to serve as a foundational pillar to general marketing. Also as a new vision for theories on an economic and social manner.

This logic is evolving nowadays and is truly plausible that it changes the way of viewing marketing and the way consumption is in reality. Consumption habits are evolving and the companies have to adapt. Therefore, this perspective makes the objective of the supplier to change, being it the creation of value from the consumers.

Without the existence of this perspective, the provider wastes what is really valuable, the utility the consumer receives when they use the good. A fact that is not taken into consideration with the traditional marketing which we are used to.

6. TERRITORIAL MARKETING

We will proceed to describe a series of concepts to demonstrate their direct correlation. Some of them are country of origin, made-in effect, nation branding, and country of origin effect.

6.1. THE COUNTRY OF ORIGIN EFFECT

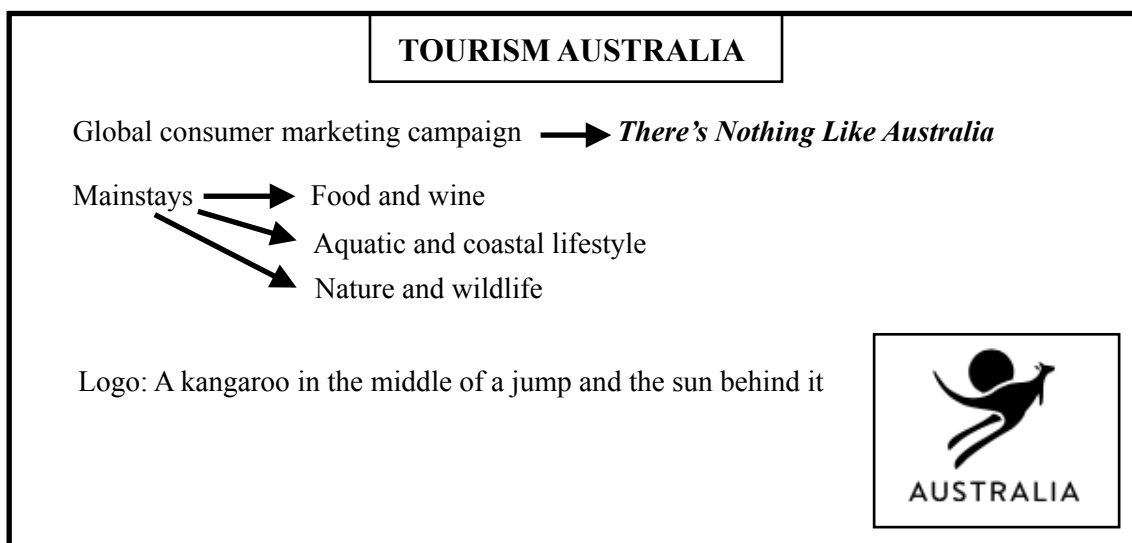
The country of origin effect (COE) is a concept with great significance in the production and marketing of products linked with their country of origin (COO). It is applied as a key variable on good reputation and marketing of customers towards products from a country, once known the source of the product or service.

We can find numerous descriptions of this effect and all of them lead to the same idea. It is the result of the perceptions that consumers have towards the products from a country; based on the preconceptions about the country's production and its strengths and weaknesses in marketing aspects (Gartner, 1993).

The COE is used to determine the value of consumers' preconceived notions of the products and the name that is printed on the label. The consumers may use the origin of a product as a quality attribute. What do we mean by quality attribute? In this case, it is an indicator of confidence and guarantee of the product's quality. Both highly relevant factors in the final purchase decision.

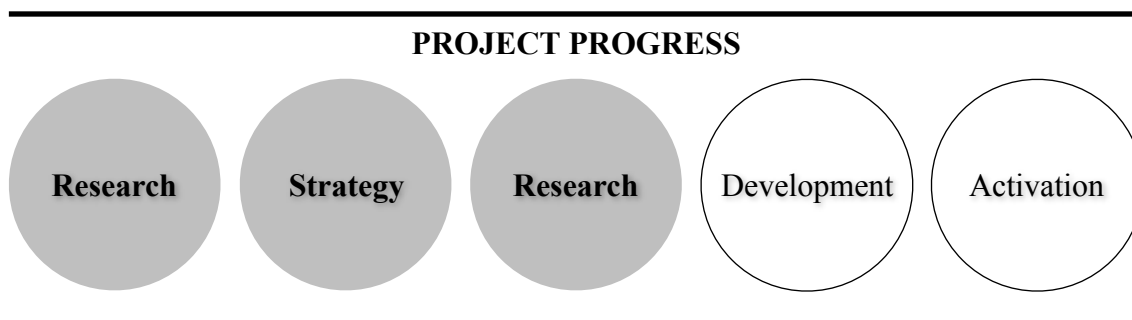
We ought to mention the influence of visiting the country. Why? Because the initial perception of the consumer will lead to change once they tour the nation. And thus, the idea they had about the products made in that land will modify. Touring a country can also create either a positive or negative perception. With the first one, the nation will get favorable publicity and the second one will create the opposed effect. Chart 6.1. sums up an instance of national tourism.

Chart 6.1. Nationwide tourism example: Australia



Source: Compiled by author based on Tourism Australia (2018)

Australia is a major world force in tourism and has sought to improve its image by creating a national brand. Australia's new nation brand initiative is in full swing, Simon Birmingham declared (2018). A stakeholder program ensued in capital cities throughout the nation. The project's growth is shown in Figure 6.1.

Figure 6.1. Australia's Nation Brand Project Progress

Source: Adapted from Austrade (2018)

It is to be noted that the three steps highlighted in gray are complete and the ones in white are in progress.

6.2. THE MADE-IN EFFECT

There is a direct correlation between the country effect and the made-in effect concept. This notion retrieves the local values thanks to a product or a brand in a global context. One of the key factors that drive companies to open way in the exterior is to reach a positive outer perception of the COO of a good or a product. We have listed below some reasons that explain this concept.

- It eliminates some potential entry barriers. And this way promotes the businesses' presence on the exterior.
- The recognition on a global level is interpreted into great levels of reliability and trust in their products.
- The constant rise of the offer in the market may be a huge aid for the product to correct its positioning.

It is to be noted that a product's COO is a strong point on the projected image. And thus, transforming it into a quality brand of some specific product category. A promotion procedure must take place to reach the greatest similarity among the projected image

and the perceived image of the product. The made-in concept, that is also present in the tags, can be reinforced by an adequate positioning of it.

Chart 6.2. Branding by applying the made-in effect: Zealong tea

PRODUCT'S MAIN ATTRIBUTES

- 100% grown in New Zealand — first and only tea state in the country
- Farmed organically — certified by Biogro (NZ)
- Residue-free — certified by Hill Laboratories (NZ)
- Complete traceability, ISO 22000 HACCP — certified by SGS (Switzerland)
- Halal certified
- Hand-picked leaves are thicker and have more flavor — approx. 6-7 infusions per serving
- Four flavor tones – Pure, Aromatic, Dark and Black

BRANDING

The brand name, Zealong, refers to ‘New Zealand oolong’. In direct translation, oolong means ‘black dragon’ tea — a perfect match for a NZ grown and manufactured product since the color black in NZ is reflective of national pride.

Why that choice of color? Because the color black in NZ has been associated with the country’s successful rugby stars ‘All Blacks’ team and is seen as a symbolic color that represents the very best of what NZ has to offer. And also to represent the country and ensure that Zealong stands out in global markets.

Source: Compiled by author based on Melnyk and Kong (2014)

An instance of this is described in Chart 6.2. Taking into account those features, further research was done. The research included blind tasting experiments. And the judgement we got was that researchers proved the value of acknowledging the roles of consumer perceptions. As they cannot be ignored in the constant cycle of research, development and innovation (RDI). Also, it is advised to know deeply the product’s traits with which it is intended to compete in the exterior. And by them, it might set an umbrella brand.

6.3. PLACE BRANDING AND CITY MARKETING

Marketing is used in towns, counties, and nations who look to improve their features. Such as their politics, management and role. There are cities whose identities are clear.

Others though, have multiple identities. A clear instance of this is the megacities⁶ like Paris, Berlin, Tokyo, New York, and Bangkok among others.

The town has to be planned with the aim to satisfy, as much as possible, the demands of their several actors. Such as residents, tourists, media, investors, institutions, and clients. And thus, will be successful if the citizens and/or businesses are satisfied. The same will happen to investors and tourists if their needs are tended to rightly. The actors hint, directly or indirectly, new hurdles that support the peak of an effective match among cities. Said competition is translated in carrying out a series of plans with the least possible cost and leading the success of the city.

As society evolves, new values emerge and the city needs to include them. They are intangible values that influence to a huge degree a city brand (e.g. sustainable development or solidarity). Thus, there is a need for a strategic plan that helps a swift adaptation to potential changes in the environment. Two requirements for the construction of a territorial brand are to be considered. Firstly, the link with that place, something that is not going to be the same anywhere else. And secondly, under this term, all the brands of the territory are completely added⁷.

City marketing relies upon the affinity between a city and a company⁸. The city must be managed in a similar way as the companies are via taking risks and encouraging actions. But also accepting that ruling a city is distinct from running a firm. As the first one is a complex system of social relationships among varied audiences. Plus, the second one only has a lucrative end.

We may notice some resemblances in the management of a company and a city. Nevertheless, we ought to keep in mind that social and human functions have a higher priority than financial profitability when managing a city. If it is the case of a company,

⁶ Megacity: “a very large city that has a population of more than 10 million people and that is often made of two or more urban areas that have grown so much that they are connected” (Cambridge Dictionary).

⁷ When a brand includes the reference to the place on their own label. They have no prospect of being named under the territorial brand. It is due to the territorial brand being instantly linked to the place of origin.

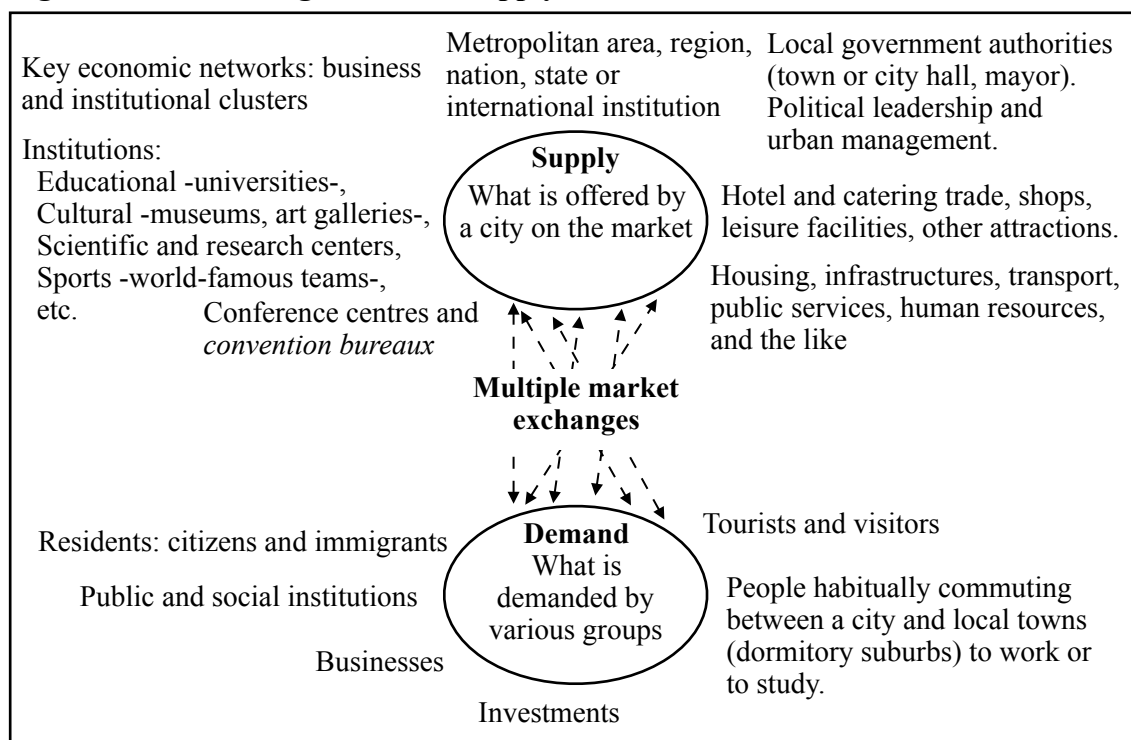
⁸ Implying that the city is seen as a company that has to rival others to get profits.

it is the contrary. The city takes the form of a “product” and its managers convert to sellers of products and services. So, its values must be rightly proposed and marketed. Since, if they are not done decently there is a risk of a potential stagnation.

6.3.1. Exchanges flow

The exchanges in a city have been adapting to globalization. To achieve that we create an exchange network, where there are an offer and demand. Hence, the value co-creation is produced by a network that includes other kinds of collectives. Without including the company and the consumer.

Figure 6.2. Interchanges between supply and demand in cities



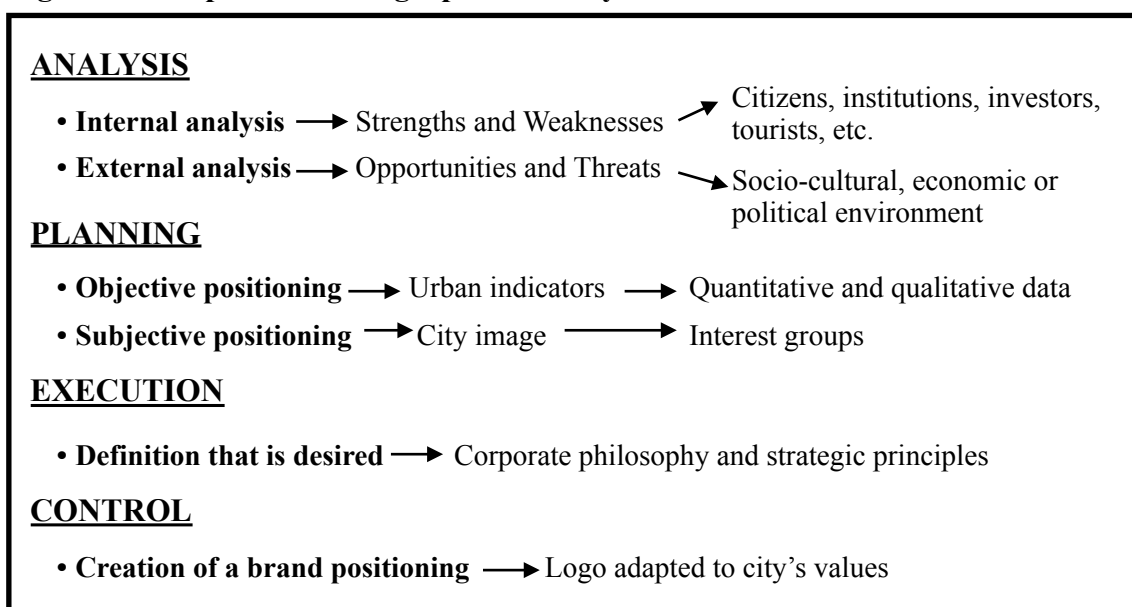
Source: Adapted from Muñiz Martínez, N. (2012)

Figure 6.2. shows the multiple exchanges that take place in several territories. The area’s target audience can be classified into two types internal and external public. The internal public includes citizens, companies, and local influence groups. While the external public involves visitors, investors, and potential residents.

6.3.2. Strategic management in territorial marketing

For a valid strategic plan, there are four steps to follow: (1) analysis, (2) planning, (3) execution, and (4) control; we have illustrated them in the figure below (Figure 6.3.). Muñiz and Cervantes (2010) stated that the analysis has to be internal first. This way, the weaknesses and strengths of each collective will be known. The idea of this inquiry is to know what draws the target audience in and what puts it in an inferior situation. Then, an external analysis will let the town to be conscious of its threats and opportunities. They arise from the demand of each collective or the competitors (i.e. other cities).

Figure 6.3. Steps for a strategic plan of a city



Source: Compiled by author based on Muñiz and Cervantes (2012)

The planning step is based on a comparison between what the city is and its perception. The first one is defined by some urban indicators. Both of them are key pieces that help (1) delimit the positioning, and (2) identify the issues by applying quantitative and qualitative data.

After conducting this judgement, we can define a future positioning. It is to be noted that making a town analysis will determine how we want it to be. How? By setting goals and principles that point to satisfying the needs of diverse collectives.

The next step is to execute the policies and action plans that have been specified. And on the last one, cast the creation of a brand that represents all previously analyzed. Deciding in this manner how we want it to be perceived and advertised.

We ought to reflect that many cities are universally known by various sets of values. They ultimately add to the creation of a country brand. Nations with a sufficiently good image commonly point out to firms with brands on a global level. Those brands have added to the creation of the country's image.

6.3.3. Nation branding

Nation branding is the perceptions and the feelings and the emotions that one has whenever they hear the country's name (J.F. Torres, 2018). It is important to discern between brand and logo, as people tend to mix them up. The usual view is that the logo is the brand, which is incorrect. When the name of the country is mentioned it evokes an emotion, a perception on your mind, and that is the brand, not the logo. Why is nation branding so relevant? It has an economic and social impact for the country. Thus, if it has a good perception, national firms will have a leading edge when facing other businesses from other countries. The challenge is to find the key that achieves projecting to the exterior that what the residents from that country or city feel. The campaign has to show an identification among the people and the place that is being promoted.

Chart 6.3. Territorial marketing notions

Notion	Distinctive	Aim	Example
Nation brand	Country image	Identity on a national level	Tourism Australia
Place branding	Place to visit	Tourism PR	Tourism Tasmania; TAVATA
Made-in	Country value	Ability to supply products and/or services	Australian Made Campaign

Source: Own elaboration

Before jumping on to the practical bit of this project; we have compiled some of the concepts we studied in this section in Chart 6.3.

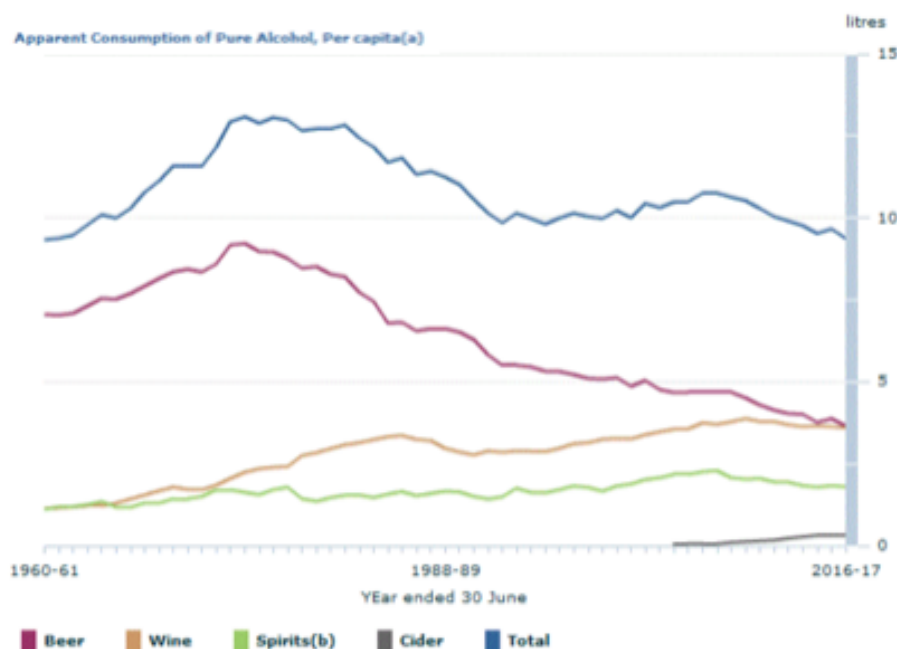
The case of Tasmania and Tamar Valley

Once grasped the emerging marketing theory of Service-Dominant logic, we are going to apply it to a practical case about Tamar Valley and its wine route. The study case “Tasmanian wine: Best served with a unique cultural experience” by Lewis and Lehman (2014) was our main source of inspiration.

7. AUSTRALIA’S WINE SECTOR

Before we proceed with the study of the Tasmanian wine sector; we must highlight a few points of the country’s industry. Firstly, according to the “Statistical Report on World Vitiviniculture” (OIV, 2018) Australia is the world’s eight wine producer with 13.7 million hl in 2017 (~ 2.5M hl in 2018), and the tenth world’s wine consumer with 5.9 million hl.

Graph 7.1. Apparent consumption of Pure Alcohol (latest update)



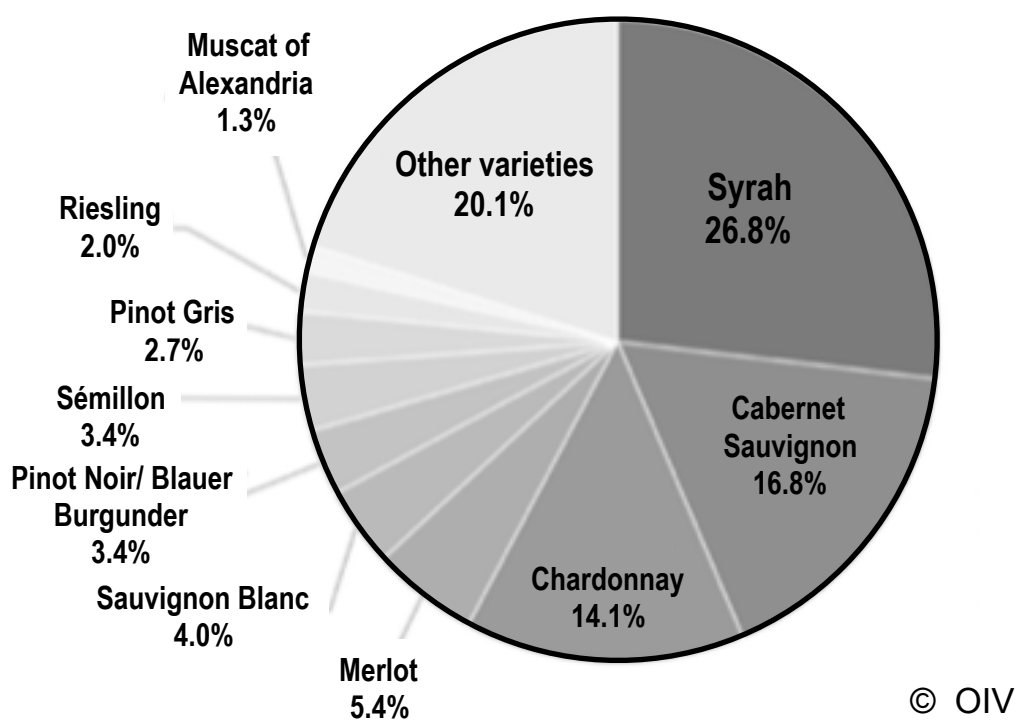
Footnote(s): (a) Litres per person aged 15 years and over. (b) Includes Ready to Drink (pre-mixed) beverages.

Source: ‘Apparent Consumption of alcohol, Australia, 2016-17’ (ABS, 2018)

Also, wine contributes 38.3% of the total amount of 185.8 million liters of pure alcohol available for consumption between 2016 and 2017 according to the Australian Bureau of Statistics (ABS), as shown on Graph 7.1. Finally, Australia is among the top fifteen countries by vineyard area and distribution of their varieties (OIV, 2017). With it being on the tenth position and approximately a vineyard area of 149,000 hectares.

“Three varieties of vine - Syrah, Cabernet Sauvignon and Chardonnay - occupy almost 60% of Australia’s vineyard area. [...] strong growth in what are currently minor grape varieties, indicating that the distribution of varieties is shifting.” (OIV, 2017; p. 37)

Graph 7.2. Distribution of Australian grape varieties



Source: Adapted from ‘Distribution of the world’s grapevine varieties’ (OIV, 2017)

We interpreted this as a trend amidst wine producers towards differentiation. The supply of new vines made of various grape types meets the users’ needs. As their preference towards quality wines is on the rise and their perception of the product improves.

Wine producers add value to the product with the use of minor grape varieties. Plus, it contributes to the protection of the vines and even motivates farmers to grow those grapes.

7.1. WINE TERMS PROTECTED UNDER AUSTRALIAN LAW

The wine has been one of the first products that started to use the geographical reference to distinguish their origin. Terms like Geographical Indication (GI) have emerged to class quality products. In Australia's case, there is a register⁹ holding a list of GIs and established wine terms that we have depicted in Chart 7.1.

Chart 7.1. Parts of the Registrar

Part 1 - Australian **geographical indications** and foreign country **geographical indications** (and translations)

Part 2 - **Traditional expressions** relating to wines originating in a foreign country and any conditions of use applicable to those expressions

Part 3 - **Quality wine terms** for wines originating in Australia and any conditions of use applicable to those terms (these are all traditional terms used for Australian fortified wine).

Part 4 - **Additional terms** and any conditions of use applicable to those terms (includes Icewine, Methode Champenoise, Moscato).

Source: Register of Protected GIs and Other terms (Wine Australia, 2018)

Out of all the Registrar's terms, the one more relevant for us and our research is the GI. As it is comparable, and the closest in terms of protection, to the European *appellations of origin* and other traditional terms. Therefore, we ought to familiarize with the term and the different areas it protects.

“A geographical indication (GI) is a sign used on products that have a specific geographical origin and possess qualities or a reputation that are due to that origin. [...] Since the qualities depend on the geographical place of production, there is a clear link between the product and its original place of production.” (WIPO¹⁰, 2018).

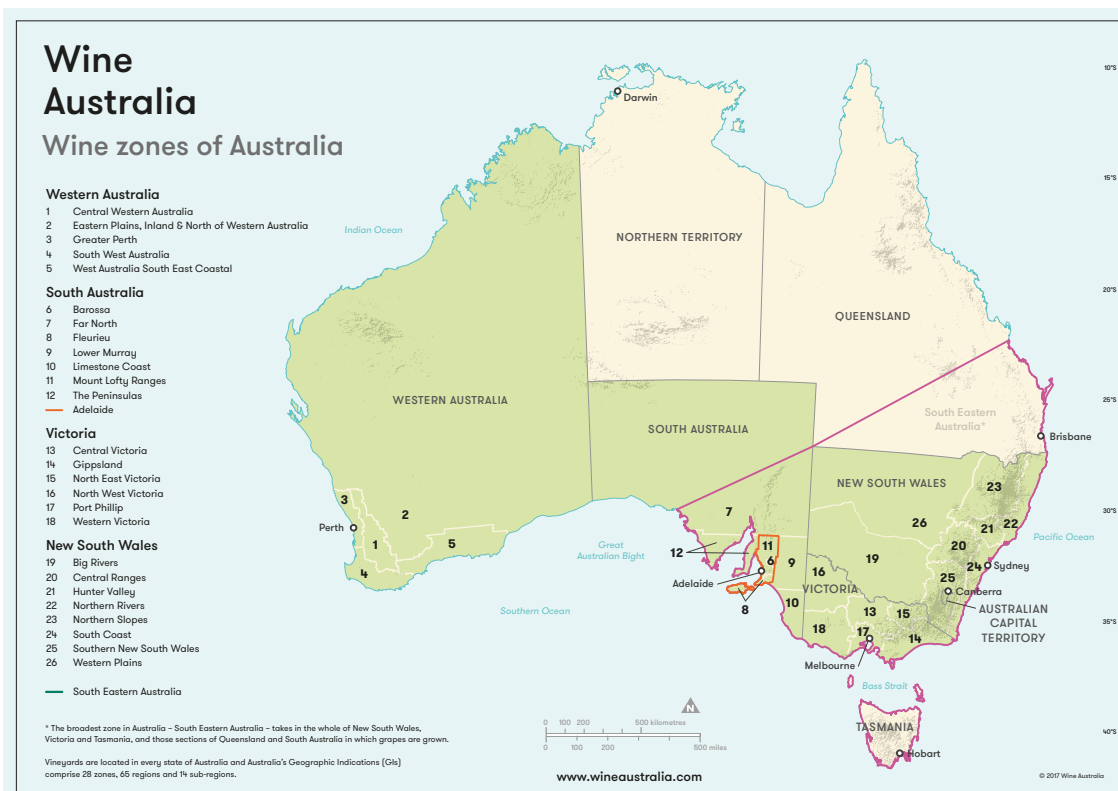
⁹ The Register of Protected Geographical Indications and Other Terms, which is referred to as Registrar.

¹⁰ WIPO stands for the World Intellectual Property Organization.

7.2. AUSTRALIAN WINE ZONES AND WINE REGIONS

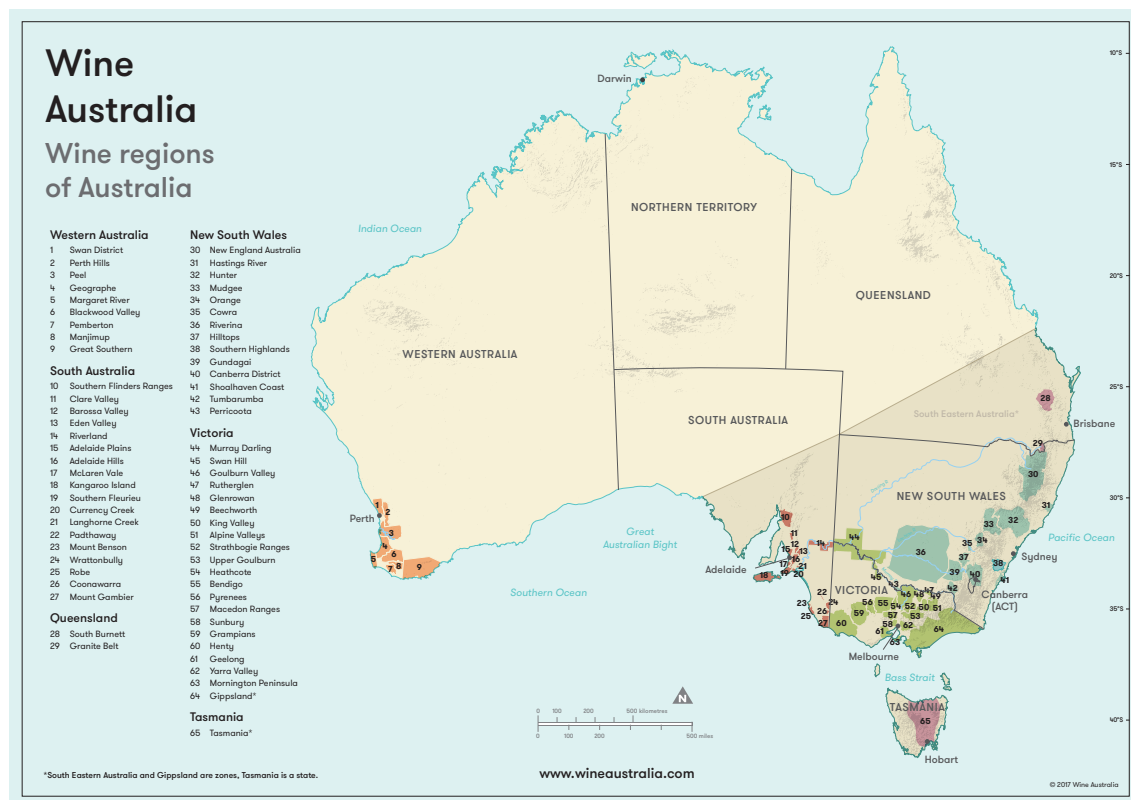
The Commonwealth of Australia is a nation under a federal system. Meaning that powers are divided between a central government and six state governments. Therefore, Australia's are: New South Wales, Queensland, South Australia, Tasmania, Victoria, and Western Australia. Plus, "vineyards are located in every state" (Wine Australia, 2018).

Figure 7.1. Map of Australian wine zones



Source: Wine Australia (2017)

As we can observe in Figure 7.1., there are four wine zones (1) Western Australia, (2) South Australia, (3) Victoria, and (4) New South Wales. In total, there are 28 zones, 65 regions and 14 sub-regions. Thus, most of the wine growing areas are located in the Southern Eastern part of Australia.

Figure 7.2. Map of Australian wine regions

Source: Wine Australia (2018)

As shown in Figure 7.2., there are more than 60 designated wine regions. Most of them are located in Victoria, South Australia and New South Wales.

8. TASMANIA'S WINE SECTOR

8.1. GEOGRAPHICAL INDICATIONS IN TASMANIA

We have observed that Tasmanian wine can be under two Geographical Indications according to Wine Australia (2018). First, there is the Southern Eastern Australia GI. We must say that this zone includes the whole of the states of New South Wales, Victoria and Tasmania and only part of Queensland and South Australia. Plus, there is the zonal Tasmania GI, in which we will be focusing on.

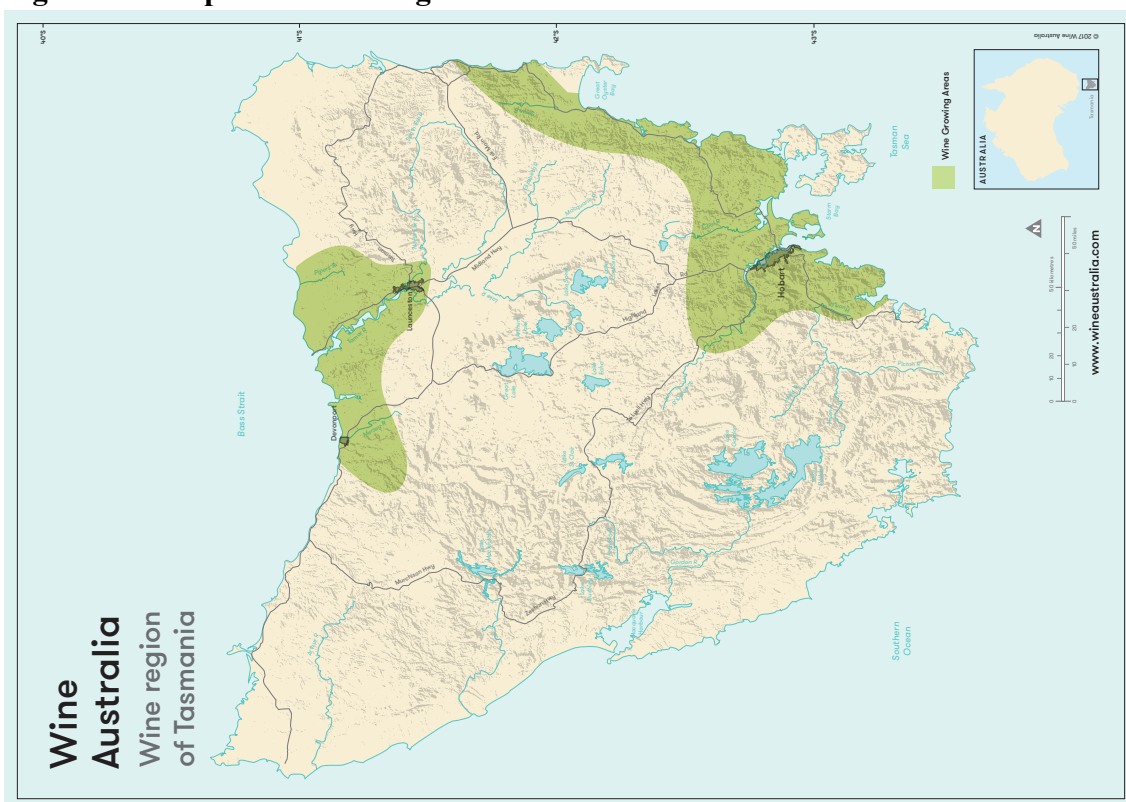
There are mixed views about the impact of GIs in the wine sector. Some producers agree that they are a great chance to export to Europe. As the Tasmanian brand is earning prestige and people correlate the State with outstanding food. However, other producers have a negative opinion as they must invest time and effort with no

guarantees that the GI will succeed. For small and medium businesses, it might be a risk they are not willing to bear.

Some of the consequences of committing an offense when using a protected GI or other terms include penalties¹¹ of (1) imprisonment up to 2 years, proportional to the offense; (2) additional fines of \$21,600 for an individual, and for a company it is \$108,000; and (3) the cancellation or suspension of an export license.

8.2. TASMANIAN WINE ZONES AND WINE REGIONS

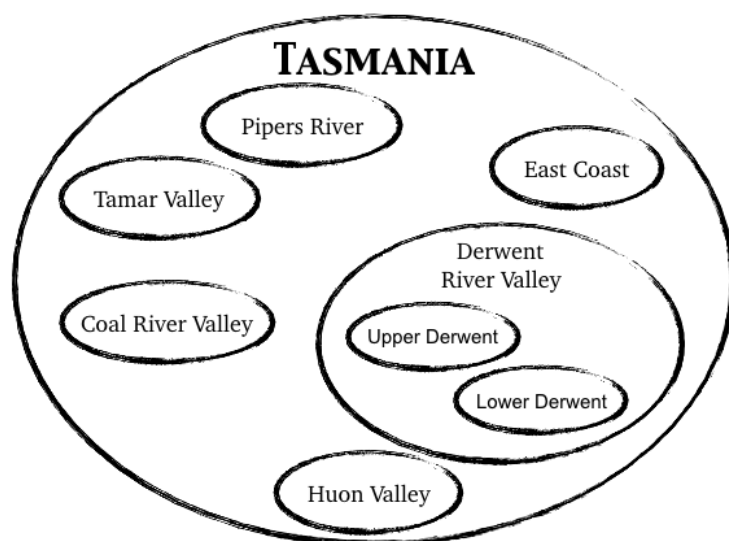
Figure 8.1. Map of the wine region of Tasmania



Source: Wine Australia (2017)

As we can observe in Figure 8.1., most of the wine growing areas are located in the East and the North. The State-island has its own GI and is divided into six clear sub-regions. They all give diverse tourism experiences and have different features. Such as topography, geology, monuments, heritage, gastronomy, and so on.

¹¹ Either the first or the second penalty are applied, if the offense was more serious then both are applied. The latest one may be also applied.

Figure 8.2. Tasmanian wine sub-regions

Source: Own elaboration based on Bay of Fires Wines (2018)

Note that Derwent River Valley has two sections, as shown in Figure 8.2. We are going to focus on the northern wine sub-region of the Tamar Valley for further analysis. The area is famous for its mining heritage, landscape, cool weather, etc.

8.3. VALUE CO-CREATION IN THE WINE SECTOR. TAMAR VALLEY

8.3.1. Multiple exchanges “many-to-many marketing”

In the Tamar Valley Wine Route, we can identify the different sets of actors that participate on it. In this region, we can observe that multiple exchanges of value happen between actors. Such as visitors, residents, tourists, winemakers or public institutions.

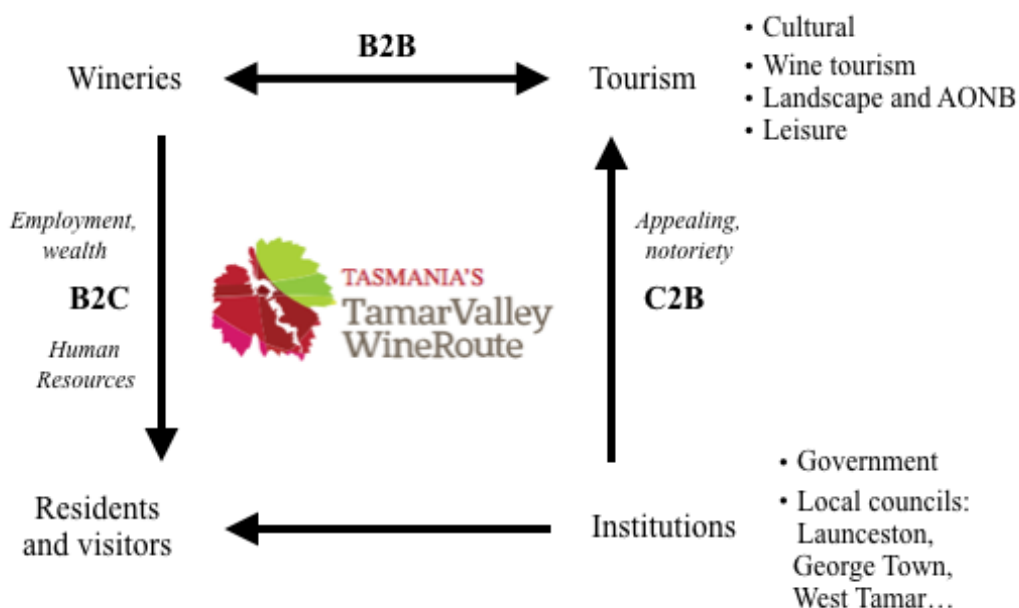
In order for all this exchanges to happen, a close collaboration and cooperation is needed among networks of public and private institutions with the aim to generate, to co-create experiences for the wine tourism. The aforementioned networks are illustrated in the following figure, and it focuses on the region of Tamar Valley.

In our research we can appreciate the transversal synergies between networks of both supply and demand in Tamar Valley. The intervention of public institutions allows homogenization of the brand on an international level. And therefore, improving its positioning.

Private institutions and businesses allow the development of additional complementary services, such as museums, restaurants, accommodation, and so on. Consequently increasing the relevance of wine tourism and rural tourism as main axis for the exchanges. All of this services are a consequence of the demand's side. Like, for example, residents, investors, wine consumers, tourists; and also experiential tourists, people that are looking for added value in the services they demand.

8.3.2. Value co-creation among various actors

Figure 8.4. Wine tourism as a multiple relations system

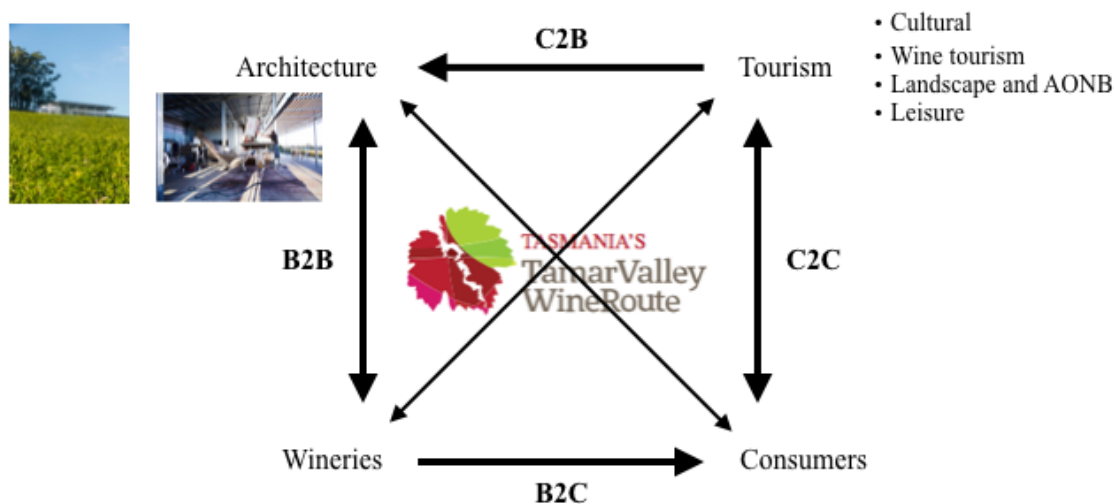


Source: Own elaboration based on *Marketing de Ciudades y "place branding"* (Muñiz and Cervantes, 2010)

As we have explained on the previous theoretical part of this project, we can conclude that in the wine tourism and the wine sector ecosystem there are a series of intervening actors, who have a close relationship as we can see in Figure 8.4.

A clear instance of value co-creation is the architectural factor in the wine sector. It has been gaining relevance throughout the years and is a tool that many wineries have opted to use, as depicted on Figure 8.5.

Figure 8.5. Value co-creation in the Tamar Valley Wine Route



Source: Own elaboration based on *Marketing de Ciudades y “place branding”* (Muñiz and Cervantes, 2010)

We can appreciate several examples of modern and efficient infrastructures being built to pursue a competitive advantage and/or profit. An example of this is Moores Hill and their new on-site winery (see Illustration 8.1.).

In March 2017 they completed its construction. This space is Tasmania’s first 100% solar powered winery (Moores Hill, 2018) and allows the owners to be more independent. Because, before the incorporation of this facility, they had to use a third-party’s on-site winery and therefore relied on them.

As, by having their own space, they can pursue creating high-quality wines (with both class and character). Note that this vineyard harvests grapes in small batches, all handpicked and handled with the utmost care, which allows experimentation with the percentage of grape varieties to get a wine full of flavor.

Illustration 8.1. Tasmania's first 100% solar powered winery

Source: Moores Hill (2018). Retrieved from <https://www.moorehill.com.au/#home>

8.3.3. Wine tourism

What is wine tourism? They are the visitations to wine regions and wineries in order to experience features of the country's modern lifestyle associated with the enjoyment of wine as its source (WFA, 2018). From the business providers' perspective, the ultimate purpose is the growth of their wine sales by developing a marketing strategy to gain customer loyalty.

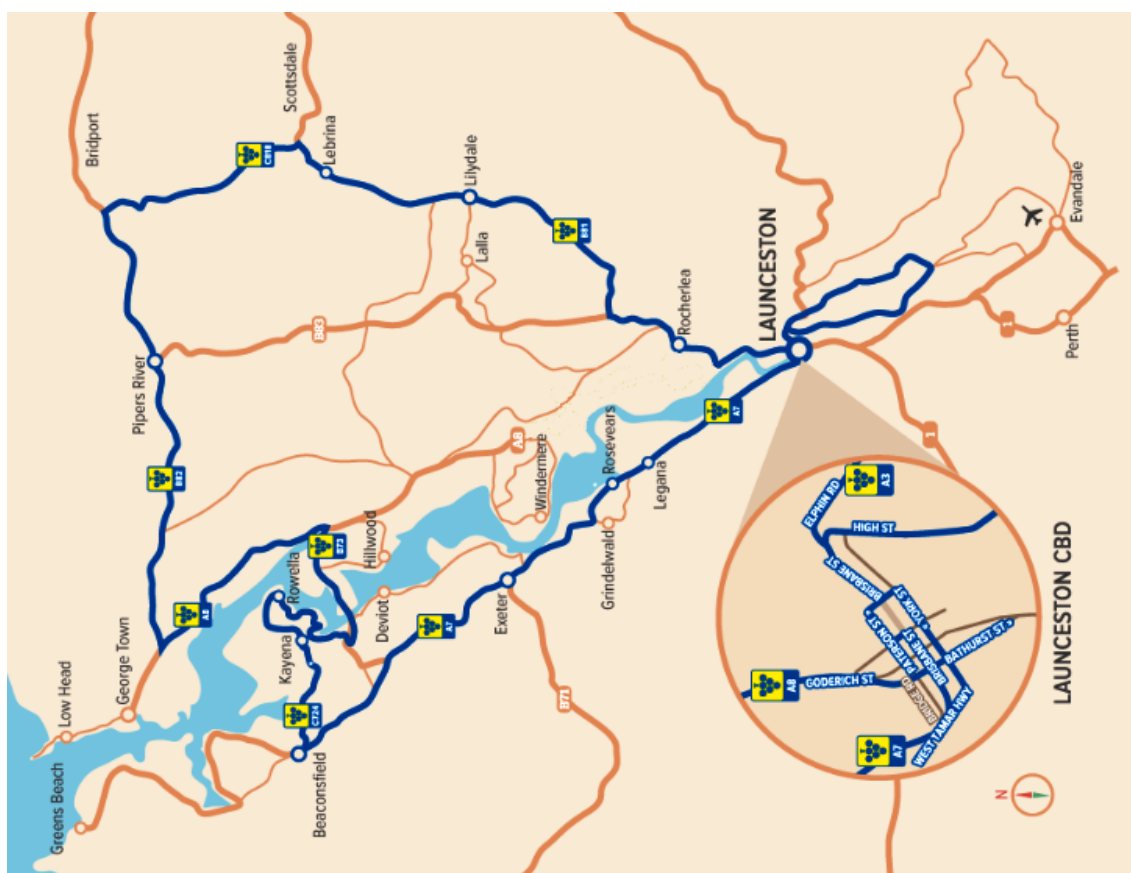
Additionally, Tasmania showcases several wine trails¹² as touring options. They are (1) the Tamar Valley Wine Trail, (2) the Southern Wine Trail, (3) the East Coast Wine Trail, and (4) the North-West Wine Trail. Each of them is located close to major cities and towns, as well as attractions. Such as museums, National Parks, landscapes, etc.

¹² More information available on Wine Tasmania's website: http://winetasmania.com.au/wine_trails

8.3.3.1. The Tamar Valley Wine Route

The route is located in the north of Tasmania, in the vicinity of the Tamar River and is the oldest wine-growing area of the State. The area's main features are: fresh produce, premium cool-climate wines¹³, a rich farmland and a retreat for designers and craft makers (Wine Tasmania, 2018).

Figure 8.6. Map of the Tamar Valley Wine Route



Source: Tamar Valley Wine Route (2018)

The biggest and most important city in the wine route is Launceston. It is popular for its food, wine and culture. And, as it is located on the banks of the Tamar River, we could say that it is the gateway to the Valley. There are 32 vineyards in the wine route and fifteen recommended businesses. All vineyards are within driving distance from Launceston and the partnered businesses offer services ranging from food to accommodation.

¹³ Chardonnay, riesling, Sauvignon Blanc, Pinot Gris and Pinot Noir

8.3.3.2. The Tamar Valley as an Area of Outstanding Natural Beauty

Another tourism alternative to wine tourism, or even seen as a complementary set of activities, is landscape tourism. The Tamar Valley Area of Outstanding Natural Beauty (TVAONB) was designated by the Government in 1995 and is one of the 46 AONBs in England, Wales and Northern Ireland¹⁴. For more facts and figures, see Chart 8.1.

Chart 8.1. TVAONB's facts and figures

When did the area become an AONB and how big is it?	The Tamar Valley AONB was designated in 1995 and covers 190 square kilometres (75 square miles) of rivers, estuaries and countryside. It is one of 38 AONBs in England and Wales
Administrative areas	The boundary crosses 5 local authority areas, Cornwall Council, Devon County Council, West Devon Borough Council, South Hams District Council and Plymouth City Council. The AONB also borders Dartmoor National Park. The AONB incorporates 24 parishes.
Rivers	The AONB includes the lower reaches of three rivers and their tributaries: the Tamar, Tavy and Lynher.
Farmland	67% of the AONB is farmed.
Woodland	There are 3,668 hectares (20.2%) of woodland which is significantly above the regional average.
Public rights of way	There are 127 km of public rights of way.
Nature conservation	11% (1,688 hectares) of the AONB is nationally designated as a Site of Special Scientific Interest (SSSI); there are 7 SSSI sites including four European Special Areas of Conservation (SAC). There are also 33 County Wildlife Sites (CWS) (13.3% of the AONB), and the rivers are designated as the Plymouth Sound and Estuaries Complex Special Protection Area, and Tamar Estuary Marine Conservation zone (MCZ).
Heritage designations	There are 27 Scheduled Monuments, 645 Listed Buildings, 4 Registered Parks & Gardens, and 14 Conservation Areas. 16.5% of the AONB is within the Cornwall and West Devon Mining Landscape World Heritage Site. There are 3,320 entries on the Historic Environment Records of Devon and Cornwall.
People	From 2011 census data the population is 12,466 people, mostly in the 30-50 age group.

Source: Tamar Valley AONB Management Plan 2014-2019 – Summary Document

Some of its sites have such a cultural significance that it transcended international boundaries. One example of this is the **Cornish Mining**¹⁵, an area that was given

¹⁴ For more information on AONBs head to the official website at <http://www.landscapesforlife.org.uk>

¹⁵ More information on the website of the Cornwall and West Devon Mining Landscape World Heritage Site at <https://www.cornish-mining.org.uk> and the World Heritage Site at <https://www.cornwall.gov.uk/environment-and-planning/conservation/world-heritage-site/>

‘World Heritage’ status in 2006 (World Heritage Site, 2018). This status recognizes the importance of its landscapes, mine buildings and role in technological innovation and scientific research (TVAONB, 2018).

The TVAONB offers the opportunity of experiencing the countryside landscape by their walking and cycling paths. With a cycle bike service available from several suppliers in the area, a great alternative if the visitor has not brought a bike with them. Additionally, there are multiple towns and cities to explore, like Callington, Launceston, Plymouth, and the likes (TAVATA, 2018).

The Tamar Valley Tourism Association (TAVATA) brings together a set of activities to do around the Valley and gives information about accommodation, festivals, shopping and more.

9. APPLICATION OF THE S-D LOGIC IN TAMAR VALLEY

As this project is based on multiple case studies, we ought to apply a methodology that analyzes the complexity of value co-creation in a multi-actor ecosystem. We attempted to gather primary data from in-depth interviews to service providers and service users.

That data would give us a better understanding of how interactions work in the ecosystem. Due to time limitations and other factors, we could not arrange an online interview with a vineyard from the Tamar Valley Wine Route.

The most effective method of contact was social networks (especially Facebook), even though most vineyards have set an email account on their websites for contact and information. Also, making a phone call was not an option for us because of timezone differences and possible extra charges on our phone bill.

Out of the all the vineyards we contacted, only one responded and our request is being processed by their winemaking team. Therefore, we contacted institutions like Wine Tasmania and the Tamar Valley Wine Route. The first one advised us to contact the vineyards directly and the other responded with a “We will get to get back to you soon”; which left us in the same position as we were before.

Despite that, we have performed a survey to a few service users which allowed us to know their perceptions on the wine industry. We reached the following conclusions:

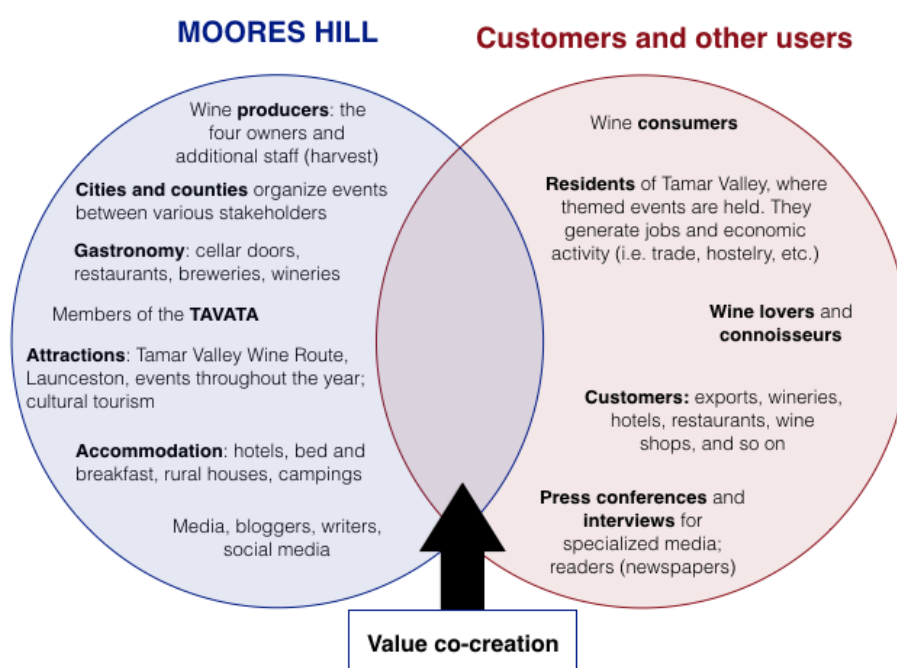
- Over 70% of the surveyed were familiar with the concept of wine tourism and have visited a wine country area. Their experience in the cellar door and vineyards was great.
- The most relevant characteristic of wine is taste/quality. Followed by price and the label (to show the place of origin). More than 50% of the surveyed agreed that their perception of a wine brand would change if they showcased a certification on their labels.
- All surveyed agreed that they would go visit a wine producing area if additional services were offered. And their perception of wine is good, often consumed in social gatherings or special events. For more than 85% of the surveyed, wine is an important part of their culture.
- All surveyed agreed that the generation of additional services from wineries and other service providers is good. Some emphasized that they generate more income to the small county areas. Others stated that they would be good, as long as the existing services were managed well and the new ones compatible with the local industry.

9.1. MICROECONOMIC INTERACTIONS OF MOORES HILL

Moore's Hill Estate is a family owned and operated wine producer located in the Tamar Valley in Tasmania, Australia. The small vineyard produces wines that reflect their location, being one of Australia's coolest sites on the West Tamar. The lower temperatures allow for a slower ripening of the grapes. They work with five different grape varieties: Pinot Noir, Chardonnay, Riesling, Cabernet, and Merlot. As we stated in one of the previous sections, Moore's Hill is known as an innovative business as they built a solar-powered winery. It is also important to say that it offers cellar door visits and is well known through its connections with local artists (Lewis & Lehman, 2014).

Moores Hill was one of the first wine producers to participate in the ArtEntWine Sculpture festival, back when it started in 2012. The festival is celebrated every two years and involves a collaboration between wine producers and a determined number of local artists. Their aim is to offer an experience that combines wine, art, history and cultural experience¹⁶.

Figure 9.1. Microeconomic scheme: the Moores Hill case



Source: Own elaboration based on Bonnetain et al. (2018) and Muñiz, N. (2018 a,b)

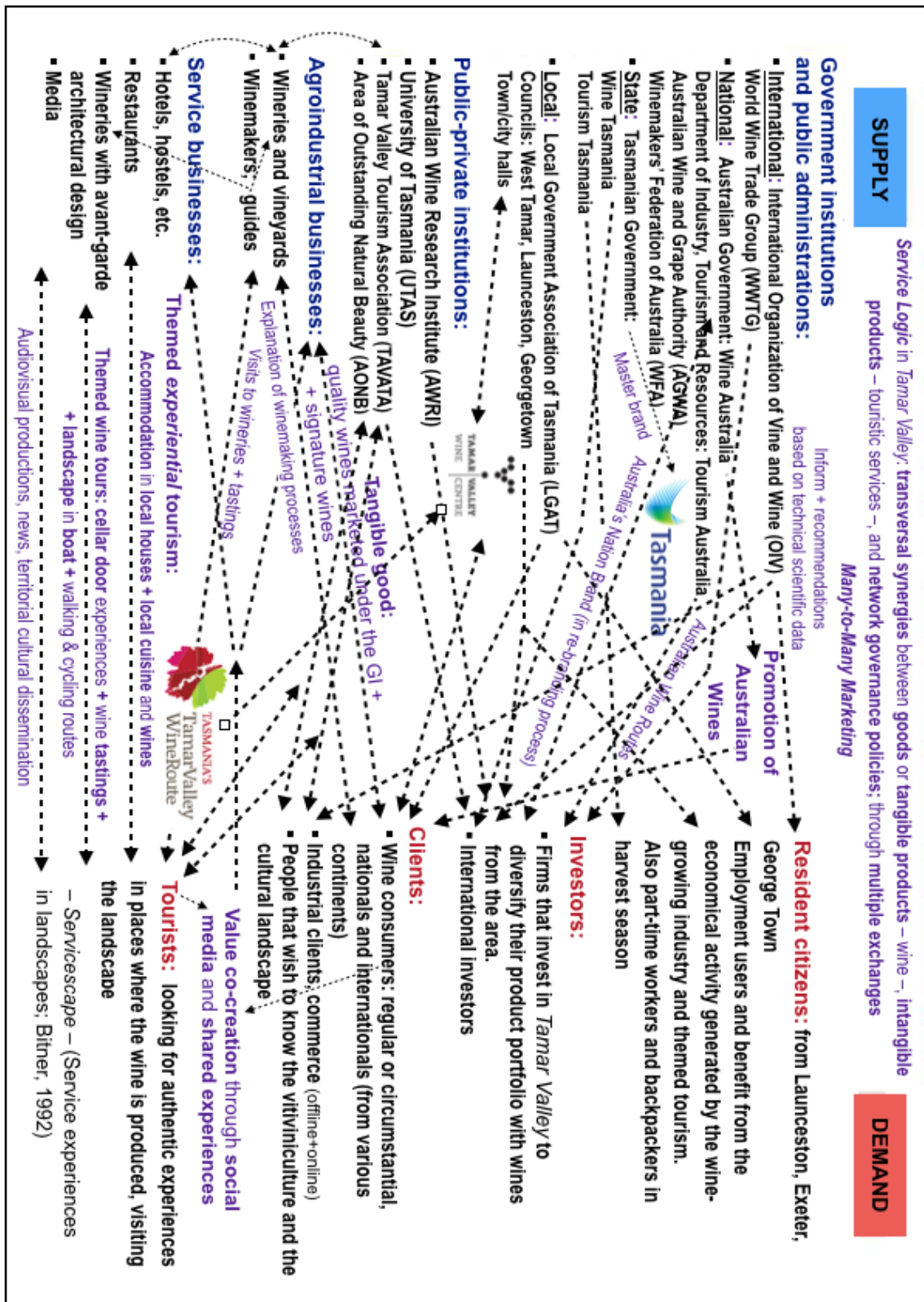
We have illustrated in Figure 9.1. the actors that participate on Moores Hill case, which corresponds to the micro level of interactions in a complex multi-actor ecosystem.

9.2. MACROECONOMIC ECOSYSTEM OF TAMAR VALLEY

As for the case of Tamar Valley, the procedure we followed was the same as the previous analysis with the difference that the level of interactions is more complex. We illustrated in Figure 9.2. the interactions between actors through multiple exchanges in the sector.

¹⁶ For more information Moores Hill, visit their website at <https://www.moreshill.com.au>

Figure 9.2. Service-Dominant Logic in Tamar Valley



Source: Own Elaboration based on *Towards a network place branding through multiple stakeholders and based on cultural identities; the case of “The Coffee Cultural Landscape” in Colombia* (Muñiz Martínez, N. , 2016)

We can conclude that given the amount of primary data we require, and further research to be done as well, that the interactions depicted on the scheme are not enough to show the complexity of the exchanges produced in the ecosystem. Thus, we might have missed some actors in either side (supply or demand) as there are some consolidated networks and the multi-actor exchanges are not that clear to us.

10. CONCLUSIONS

The emerging marketing paradigm presented by Vargo and Lusch, based on the Service-Dominant Logic, has changed the traditional marketing vision; leading to a new perspective of value co-creation among several actors.

Those actors interact in a network with multiple exchanges many-to-many marketing. The exchanges transcend the mere sale of goods or providing services and become a series of service interactions with a transversal logic.

In the wine industry's framework, the actors are significantly linked. That is due to the need of remodeling the sector to offer unexpected and unique experiences to the consumer. The value of the product is conditioned by more than its features. So, it is found on the utility it generates to the user and rest of the implicated institutions.

A clear example of value co-creation is the wine tourism which gives the consumer a chance to have an immersive experience in the vine-growing area. The application of several methodological inductive-qualitative tools has allowed the insight to be enlightened from different perspectives. The ecosystem revealed by this research is more complex than we initially thought.

As our research deepened, we realized that the Australian market has some singularities regarding wine. One of them is that the use of GIs is not compulsory and licensing a product under it is an expensive investment, so not a lot of businesses can afford it.

Thus, there is a need for a nation brand as it would help promote Australian wines to foreign markets and improve its global positioning. The issue we found was that the country is in process of implementing a new nation brand (started in November 2017).

Given that our focus is the Tasmanian wine sector, we can group together the concepts of its Wine Route and Geographical Indication under the “umbrella” of the S-D Logic as they are the combination of production and tourism, facing the concept of traditional marketing. A remarkable aspect is that Tasmania was able to rise and strive for differentiation by associating their tourism with nature, culture, conservation, gastronomy, and art.

There are plenty of gaps in our data analysis about multi-actor networks’ engagement in the Tamar Valley’s ecosystem. Hence, an extra examination would benefit from:

- An in-depth study regarding how Tamar Valley’s ecosystem works. Meaning, for example, the description of new actors that were not identified as easily as the ones studied earlier.
- An analysis could explore the roles of other institutions and how collective efforts might support effective public involvement. As well as customers’ feedback on their experiences whilst doing wine tourism.
- To do some longer-term studies to quantify the impact of public engagement on pointers such as tourism and wine-related activities. This way, we can reach proper conclusions as the sample size would be adequate for the main aim of the study we proposed.

After carrying out the study of a set of case studies and examining the creation of experiences with the mixture of cultural and gastronomic activities; we acknowledge that an integral service logic is applied and the added value sought by the actors is co-created.

Besides, we hope to promote the interest in this topic and the country of Australia in general. Since showing the results of research on such a challenging market might motivate future research on the region of Tasmania or the nation. The wine industry is

growing constantly and, in this country's case, it also represents a great part of the cultural industry.

As our final conclusion, we ought to highlight the need of the new paradigm in marketing. Specially on the wine sector, since new types of tourism are clear examples of value co-creation and the multiple interactions allow for the improvement of the services and the product's value.

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12. ANNEXES

12.1. Interview proposal for a service provider

Background questions:

1. What is your name? And your profession?
2. What are your tasks in the organization?
3. Which part of your job do you enjoy the most?
4. In which way are you related to wine?
5. Do you drink wine? Is it part of your culture?

Wine sector questions:

1. What is your view on the wine sector's evolution?
2. Which of this trends do you consider the most interesting: wine routes or ecotourism, organic wines, Internet sales, and 'healthy tourism' (i.e. spa wine)?
3. How do you perceive sector aid from public administration institutions?
4. What is your country's wine sector biggest weakness? Are there any threats?
5. Which would you say is the sector outlook in ten years?

Questions about the winery:

1. What motivated the winery's creation?
2. What are the winery's strengths and opportunities?
3. Could you summarize your philosophy/values in three words?
4. Would you consider creating a new company, and associating with another winery, if that helped increase sales?
5. In your opinion, what should be the next step for your organization to remain relevant and competitive?

Questions about the product:

1. What type(s) of wine do you produce? What do you think makes them exceptional?
2. Has the quality of the wine changed in recent years? If so, in what ways?
3. Do you need to meet any requirements (i.e. sanitary, legal, etc.) to market wine?
4. What are your thoughts on the subject of winemaking tradition? Is heritage one of your values?
5. Why should we (as consumers) buy your wine?
6. If I wanted to buy a bottle for a wine lover friend that has not yet tried your wine, what would you recommend for them?

Questions about marketing:

1. What marketing tools do you use?
2. What are the major product marketing obstacles that you have encountered?
3. How often do you carry out market research studies?
4. Which stage in the value chain would you say needs improvement?
5. Which objectives do you hope to achieve by improving the organization's marketing?
6. What resources would you use to improve the marketing plan?
7. How many resources are employed in advertising, public relations, exports, product tastings, and so on?
8. Do you believe the number of resources designated to each action is proportional to their expected effectiveness?
9. Do you think there is room for a more efficient distribution of resources?
10. What aspects would you say need help with?
11. What is your distribution strategy?
12. What distribution channels do you use? To what extent do they affect sales?
13. Are there any other factors that influence trade?
14. Overall, what would be the next step for your organization?

Source: Own elaboration

12.2. Survey proposal for wine users

1. Have you ever visited a wine county area? If so, how would you describe it?
2. How often would you say you drink wine?
3. How do you perceive wine?
4. Is wine an important part of your culture? (Social interactions like family gatherings or meeting friends)
5. Have you ever heard of wine tourism?
6. Would you go visit another wine producing area if they offered other services? (Like wine tastings, cellar door visits, horse riding, hiking trails, accommodation, etc.)
7. Would your perception of a wine brand change if they showcased a certification on their labels? (Like it happens in european countries where they have ‘appellations of origin’ or ‘geographical indicators’)
8. What are you looking for when choosing a wine?
9. What other trends do you think the wine sector might want to incorporate in the near future?
10. Do you believe that the generation of additional services from wineries and other actors in the ecosystem, creating experiences for tourists, citizens and so on is good or bad? Explain why.

Source: Own elaboration