



## **From firm's brand identity to cluster's brand identity. A web-based analysis on Tuscan wineries**

This is the peer reviewed version of the following article:

*Original:*

Devigili, M., Pucci, T., Zanni, L. (2018). From firm's brand identity to cluster's brand identity. A web-based analysis on Tuscan wineries. INTERNATIONAL JOURNAL OF WINE BUSINESS RESEARCH, 30(4), 374-393 [10.1108/IJWBR-09-2017-0057].

*Availability:*

This version is available <http://hdl.handle.net/11365/1064028> since 2021-03-24T13:12:31Z

*Published:*

DOI:10.1108/IJWBR-09-2017-0057

*Terms of use:*

Open Access

The terms and conditions for the reuse of this version of the manuscript are specified in the publishing policy. Works made available under a Creative Commons license can be used according to the terms and conditions of said license.

For all terms of use and more information see the publisher's website.

(Article begins on next page)

## **From firm's brand identity to cluster's brand identity. A web-based analysis of Tuscan wineries**

Matteo Devigili

University of Siena, Department of Business and Law  
University of Trento, Doctoral School of Social Sciences  
*matteo.devigili@unitn.it*

Tommaso Pucci

University of Siena, Department of Business and Law  
*tommaso.pucci@unisi.it*  
ORCID: [orcid.org/0000-0002-4404-9653](https://orcid.org/0000-0002-4404-9653)

Lorenzo Zanni

University of Siena, Department of Business and Law  
*lorenzo.zanni@unisi.it*  
ORCID: [orcid.org/0000-0002-0440-8842](https://orcid.org/0000-0002-0440-8842)

**Matteo Devigili** received a Master Degree in Accounting and Management from Siena University (Italy) in 2017. In the same year, he started a Ph.D. in Development Economics and Local Systems held by Trento University in collaboration with Florence University. His research interests include: Marketing and Management, International Management and Innovation Management.

**Tommaso Pucci** has graduated in Economics (cum laude) from the Faculty of Economics of the University of Florence (Italy). In 2013, he obtained the Ph.D. in Economics and Management of Enterprises and Local Systems. He has carried out research and teaching activities (years 2009-2016) at the Department of Business and Law (University of Siena) as contract professor and research fellow. Since 2016, he has been an assistant professor in management and marketing at the Department of Business and Law (University of Siena). His research interests include Management, Innovation Management, Management and Marketing of "Made in Italy", International Business.

**Lorenzo Zanni** is a full Professor of Economics and Business Management at the Department of Business and Law, University of Siena. His research interests are in the fields of: small businesses and entrepreneurship, economics and management of innovation, international management and marketing. At the moment, he is vice-chancellor for technology transfer and university-industry relations at the University of Siena.

### **Abstract**

**Purpose** – This study aims (i) to investigate the brand identity drivers employed online by wineries, and (ii) to assess cluster identity from the analysis of firms' specific branding strategies.

**Design/methodology/approach** – Chianti, Chianti Classico and Brunello di Montalcino wine clusters (located in Tuscany, Italy) were selected as the set for this study. A total of 452 wineries websites were analyzed using a text frequency query, and the results were further examined through a discriminant analysis.

**Findings** – The theoretical framework was modelled after a careful analysis of the literature, and is composed of three macro-areas of identity drivers: locational, product/process and social attributes. The analysis of winery websites shows the presence of all the drivers examined, which explain not only the wineries' specific strategies, but even the drivers of a particular cluster's brand identity. A discriminant analysis highlighted that some drivers are able to explain the unique characteristics of the three clusters.

**Originality/value** – This research seeks to build a holistic investigation of all the identity drivers employed by firms online. The specific brand identity focus and the holistic approach can enrich both academics and practitioners with a framework of current branding strategies.

**Keywords** Econometric Model, Discriminant Analysis, Brand, Cluster, Driver, Identity, Tuscany, Websites

**Paper type** Research paper

## 1. Introduction

The wine sector is overcrowded with brands, and differentiation is increasingly difficult (Bruwer, 2004; Johnson and Bruwer, 2007; Brochado et al., 2015). While the wine literature has examined the relationship between brand and geographical indication (Schamel, 2006; Durrieu, 2008; Teuber, 2011), packaging/label (Rundh, 2005; Boudreaux and Palmer, 2007; Laeng et al., 2016), and wine tourism (Lockshin and Spawton, 2001; Bruwer and Lesschaeve, 2012) in affecting brand perceptions offline, the wineries' online presence has mostly been ignored. Although some authors have highlighted a particular interest of wine literature in consumer behavior research studies (Lockshin and Corsi, 2012), the firm's perspective on this topic has not been sufficiently investigated.

Many studies have focused on evaluating and describing website marketing strategies or content and design (Begalli et al., 2009; Taylor et al., 2010; Mills et al., 2012; Notta et al., 2013; Canziani and Welsh, 2016), without building a comprehensive examination of the drivers and attributes employed by wineries in the branding process. Moreover, to the best of our knowledge, only one study has investigated branding on a holistic basis, but only in an offline context (Vlachvei et al., 2012).

This study thus aims to build an all-inclusive framework to promote the academic/managerial discussion about online brand identity strategies. Brand identity expresses how managers and owners want the brand to be perceived, and conveys the firm's culture, physical specificities, personality, and relational style (Kapferer, 2012). In the wine sector, most of the actors are SMEs which pay a careful attention to marketing and technological expenses (Canziani and Welsh, 2016). Struggling with funding, these entities often do not have the necessary resources to hire a website manager or a social media manager, adding new functions or content as time goes by (Simmons et al., 2008; Canziani and Welsh, 2016). Yet websites allow wineries to communicate with consumers and other stakeholders, thus becoming a fundamental marketing strategy (Taylor et al., 2010). In the light of these considerations, our first research question is: What are the main brand identity drivers employed by wineries to build their online brand identity?

It is generally accepted by the literature that, in many markets, the firm's brand reputation and consumer evaluation of their products is closely related to the country of origin (Tse and Gorn, 1993; Phau and Prendergast, 2000; Pharr, 2005; Pappu et al., 2006). This is particularly true in the agri-food sector (Ozretic-Dosen et al., 2007; Anselmsson et al., 2014; Luceri et al., 2016) and even more in the wine industry, where there are three territorial levels: country, region, and wine cluster (Papadopoulos and Heslop, 2002; Bruwer and House, 2003; Schamel, 2006; Yasin et al., 2007; Durrieu, 2008; Beebe et al., 2012; Dana et al., 2013; Josias et al., 2014). A cluster, defined as "*geographic concentrations of interconnected companies and institutions in a particular field*" (Porter 1998, p. 73), has its specific population, mores and customs that identify a community, where each member takes part in the identity creation process consciously or unconsciously, thus influencing and being influenced by the shared identity (Staber, 2010; Staber and Sautter, 2011; Beebe et al., 2012; Zamparini and Lurati, 2012).

Beebe et al. (2012) emphasize how identity in wine clusters is linked to wine regions with legal recognition (e.g. *appellation d'origine controllee* in France), for which wineries receive a quality premium generating a positive effect on price. As consumers apply the perceived quality of a cluster to its members, there is a strong interest for all associates to build a common strategy to outline a positive cluster identity (CI). Given that CI has gained researchers' attention only recently (Staber, 2010; Staber and Sautter, 2011; Beebe et al., 2012), our study aimed to answer a second research question: How does the brand identity of firms contribute to creating a brand identity of a cluster?

The research field units selected are wineries in the wine clusters in Chianti, Chianti Classico and Brunello di Montalcino, located in Tuscany (Italy). Wine clusters are a particularly revealing setting for examining identity, since they provide a controlled environment delineated by legally stated boundaries (appellations) which are also helpful for delineating membership (Beebe et al., 2012). From the analysis of firm specific branding strategies and the subsequent comparison within and between clusters, this study formulates a set of categories and subcategories of drivers which is able to explain common identity crafting trends. The branding strategies of the three clusters are then

analyzed to identify the specific driver mix employed to shape CI. Several theoretical studies have shown that a well-shaped and consistent brand identity can impact positively on brand equity (Madhavaram et al., 2005; Kapferer, 2012). Indeed, brand identity strategies are the guidelines that delineate well-designed integrated marketing communication strategies, which consequently impact on a firm's brand equity (Madhavaram et al., 2005).

Unfortunately, only a few studies have tried to bridge theory with empirical evidence, and more insights are needed (Coleman et al., 2015). Even though we recognize the relevance of brand equity to evaluate the effectiveness of branding strategies, we decided to focus on brand identity to enrich the theory by (i) presenting a structured and inclusive framework of the main branding strategies employed online by wineries, (ii) showing usage and interactions of branding drivers, and (iii) opening up to possible national and international comparisons. These comparisons can help practitioners to learn from experiences of national and foreign wineries and to enrich their branding strategies with new ideas and tools, thus building an international cross-fertilization. In addition, our findings highlight to Tuscan managers (i) what strategy they appear to be employing, thus helping them to understand if it is in line with their initial intention, and (ii) the differences or similarities with other regional or cluster fellows. The same methodology can be replicated by other clusters in order to achieve similar findings.

The article is organized as follows. In Section 2 the theoretical framework introduces the main literature on branding. The selected samples are examined in Section 3, while Sections 4 and 5 present and discuss the findings. Section 6 draws some conclusions and Section 7 discusses possible limitations and further research topics.

## 2. Theoretical Framework

A brand is essentially a name that guides consumer choices (Kapferer, 2012). The literature on wine has studied drivers that influence brand identity, however how these drivers work together has not been investigated. Few studies have been conducted to build a framework of marketing strategies employed online by wineries (Notta et al., 2013), and only one agri-food study to discover branding drivers (Vlahvei et al., 2013). Therefore, the scarce research upon branding calls for further investigation. The following analysis categorizes the literature on wine branding into three macro-areas: location, product & process, and social.

### *Location.*

Geographical boundaries play an important role in the wine business and *terroir* becomes both a guarantee and a source of experience. As a guarantee, Geographical Indication (GI) (i) aims to decrease consumer information asymmetries, (ii) can be considered a “*club good*” i.e. a non-rival, congestible and excludable item (Josling, 2006; Moschini et al., 2008), and (iii) can affect *terroir* value, thus creating expectations regarding quality (Johnson and Bruwer, 2007). Both country-of-origin and region are useful branding tools to differentiate products from both foreign and national competitors (Bruwer and House, 2003). Furthermore, a territorial brand can be described as an *umbrella brand*, due to a strong connection between collective and individual reputation (Durrieu, 2008). As different products are branded with the same name (country or region), consumers build expectations of quality upon the umbrella that is transferred to all products branded with that name (cf Schamel, 2006). Therefore, GI can be considered a branding strategy as the umbrella brand communicates its identity to consumers who consequently conceive a brand image (Teuber, 2011). In branding, region-of-origin has acquired a greater importance than grape varieties, which can be farmed everywhere, because what is not replicable is the *terroir* (Huneus, 2005; Johnson and Bruwer, 2007).

As a source of experience, *terroir* becomes the engine of the wine tourism industry, which can help wineries to create loyalty, to enhance brand awareness and to improve the consumers' image of the brand (Alant and Bruwer, 2010; Byrd et al., 2016). A winery thus becomes a vehicle for communicating values, philosophy and the degree of excellence sought by the winemaker (Lockshin

and Spawton, 2001). Wine tourists are interested in tasting wine and in experiencing the atmosphere and surroundings of the winery (Bruwer and Lesschaeve, 2012). In Figure 1, this macro-area is composed by territorial identification (terroir as a guarantee) and collateral experiences (terroir as a source of experience).

#### *Product & Process.*

The wine literature recognizes the presence of a set of brand constellation cues, associated with wine characteristics, that can influence consumers' perceptions (Lockshin et al., 2000; Lockshin and Hall, 2003; Durrieu, 2008). Bruwer and House (2003) highlighted the role of grape variety and style of production for the Australian market, and a recent WineMonitor study underlined the increasing purchasing impact of autochthonous grapes in the Italian and US market (Pantini, 2017). Grapes and production style thus take part in the image building process of wine regions, and are always represented by one or two grape varieties (Spawton, 1999; Lockshin et al., 2000; Bruwer and House, 2003).

The method of production also plays a fundamental role in consumers' perceptions and choices, thus proving to be a discriminant in consumers' choices for countries such as Italy, French, UK, Germany, California (USA) and South Africa (Maizza et al., 2017). In addition, a winery can use farming and business sustainability as tools to differentiate itself from competitors' brands (Steinthal and Hinman, 2007; Atkin et al., 2012; Annunziata et al., 2018). In Figure 1, this macro-area is divided into two categories: Product characteristics and Process characteristics. The former is made up of color, grape variety, style, and vintage. The latter accounts for the influence on firms' identity of production methodologies and environmental and sustainability measures. The increasing power of Product and Process is highlighted by recent studies on consumer behaviour (Pantini, 2017; PwC, 2017), thus becoming crucial drivers for wineries (Bernabeu et al., 2008; Santini et al., 2013).

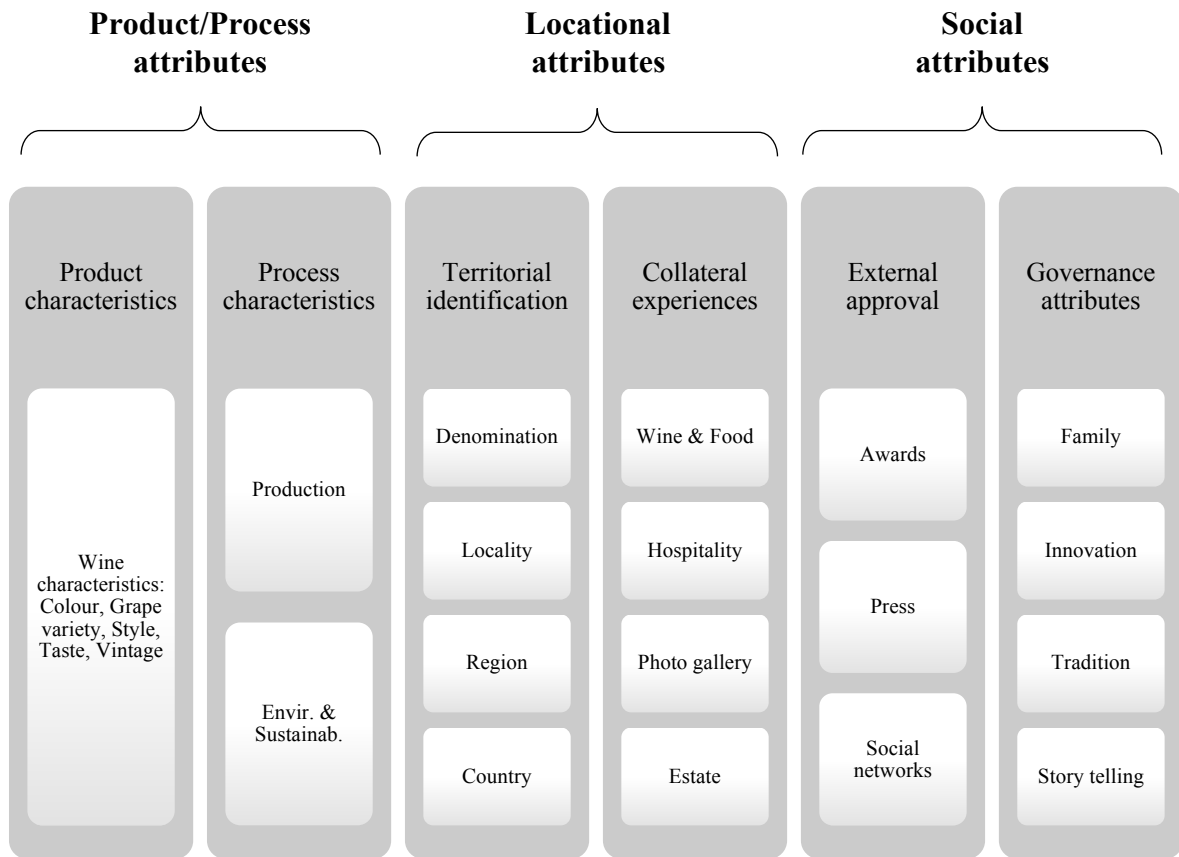
#### *Social attributes.*

Figure 1 shows this macro-area divided into two categories of drivers: governance attributes and external approval. Governance attributes, such as winemaker or family, are brand constellation cues (Lockshin et al., 2000; Lockshin and Hall, 2003). Family is a cross-sector branding strategy (Binz Astrachan and Astrachan, 2015), which increases sales, captures consumers' attention (Craig et al., 2008), and is widely employed in the wine sector (Maguire et al., 2013; Gallucci et al., 2015). A branding strategy based on family should communicate history and heritage, balance innovation and tradition, and translate family values (trustworthiness and long-term value orientation) into social actions, thus promoting local community development and improving workers' conditions (Binz Astrachan and Astrachan, 2015). In the wine sector, family branding creates long-lasting competitive advantages (Gallucci et al., 2015).

External approval is composed of third-party certifications or reviews (Vlachvei et al., 2012) and social media influences (Kozinets et al., 2010; Vlachvei et al., 2012; Kabadayi and Price, 2014; Tsimonis and Dimitriadis, 2014; Vlachvei and Notta, 2015; Martínez-Lopez et al., 2016). The online panorama allows wineries to employ new flexible tools that enhance SMEs competitiveness on a global stage, thus decreasing the necessity for large investments (Pentina et al., 2012; Adegbuyi et al., 2015) and offering a wide variety of promotional items at a lower cost (Broekemier et al., 2015; Dehghani and Tumer, 2015). In this panorama, Word-of-Mouth (WOM) and electronic-WOM (e-WOM) can influence brands' perceptions (Malhotra et al., 2013; Tsimonis and Dimitriadis, 2014; Wallace et al., 2014), thus becoming powerful strategic tools (Kozinets et al., 2010). Thanks to social media, firms can build or maintain relationship, gather information or feedback, and monitor social performances (Malhotra et al., 2013; Tsimonis and Dimitriadis, 2014). The effectiveness of social media for branding has been highlighted by several studies (Kabadayi and Price, 2014; Tsimonis and Dimitriadis, 2014; Gao and Feng, 2016), whereas the wine literature has focused mainly on quantitative evaluation of intensity, fullness and responsiveness (Vlachvei and Notta, 2015) to evaluate the social media presence of wineries. Wine Awards are consumer-oriented certifications,

which can drive choices, thus lowering the amount of information that a consumer needs to make a purchase (Vlachvei et al., 2012). These certifications influence consumers' preferences, and consequently impact on the image of the brand.

**Figure 1 – Brand Identity framework**



### 3. Research Design and Methodology

#### *Tuscan Wineries*

In 2015, Tuscany – only seventh among a total of 20 administrative regions in Italy in terms of liters of wine produced - accounted for 16.42% of all Italian wine exports, thus showing a special ability to produce high value wines (Unione Italiana Vini, 2017). Within Tuscany, three DOCG clusters were selected. Their main feature are described in Table 1.

**Table 1:** Clusters features

Sources	Feature	Wine Clusters		
		Chianti	Chianti Classico	Brunello di Montalcino
(WineNews, 2015)	Brand Value	€ 1.833.325.000	n.a.	€ 794.964.000
(Ismea, 2017a)	Hectare	14.304,40	<b>6.653,00</b>	1.920,00
	Hectolitres <i>Produced</i>	<b>720.382,00</b>	<b>413.213,00</b>	69.373,00
	<i>Bottled</i>	<b>718.947,00</b>	<b>281.949,00</b>	70.896,00
	Economic Value	<b>€ 101.934.000</b>	<b>€ 99.584.300</b>	€ 61.048.200
(Ismea, 2017b)	Monthly Average Price at Source (Nov-2017)	130,00 €/100kg	257,50 €/100kg	1050,00 €/100kg
	$\Delta\%$ (Nov-2017)/(Nov-2016)	+26,8 %	+17,0 %	+ 12,9 %

These clusters thus show different brand values, market positioning, volumes of production and geographical extension, even though they are based in the same region. This characteristic enabled us to (i) avoid biases due to different regional identities, and to (ii) understand how and if different clusters employ the regional brand. Furthermore, these clusters represent a unique case study because of their historical background and recent branding choices.

Chianti is among the oldest Italian wines and was the first to be protected with an ancestral form of denomination enacted by Grand Duke Cosimo III in 1716 (Consorzio Chianti Classico, 2016). The decree included only 70,000 hectares, which are now known as Chianti Classico. However, before gaining its desired independence from Chianti, Chianti Classico was included in the Chianti DOC in 1967 (becoming a DOCG in 1984). This DOCG includes a wide variety of Chianti producers, from different areas of Tuscany and with different qualities of products. Consequently, Chianti Classico fought to obtain DOCG status, becoming a specific denomination in 1996. In 2017, the price at source of Chianti Classico is nearly two times greater than Chianti (Ismea, 2017b). Even though Brunello is the 'youngest' (it originated in the mid-nineteenth century), it became DOC in 1966 and DOCG in 1980, thus before Chianti (Consorzio del Vino Brunello di Montalcino, 2016). However, Brunello only achieved worldwide success in 1995 (Rivella, 2010). In our research, we focused on the following three clusters which are all from the same region: i) the oldest (Chianti Classico); ii) the most valuable brand (Chianti); and iii) the most expensive Italian wine in terms of price at source, Brunello di Montalcino.

### *Empirical Setting and Sample Selection*

We decided to use consortium firms, in line with previous studies on different features of wine CI (Zamparini and Lurati, 2012; Zamparini and Lurati, 2017). The consortiums of Chianti, Chianti Classico and Brunello di Montalcino all have a list of associated wineries which thus enabled us to focus on a large sample. The lists of members on the consortium webpages is the best and most-up-to-date system for identifying all firms that contribute consciously or unconsciously to CI creation and, most importantly, which want to be identified with that cluster. Only the websites with English translations were selected in order to create a database that would be able to support international comparisons in future research. In addition, as Anglophone countries represent the clear majority of Tuscan wine buyers, this restriction does not create a significant exclusion of wineries (only 6% of the total sample population).

The initial list found on consortiums' websites included 117 affiliated wineries for Chianti, 208 for Brunello di Montalcino, and 388 for Chianti Classico. Due to the absence of websites, duplicate links,

websites without content, lack of English translations, firms which have hospitality as their core business, and firms (16) that belong to more than one cluster (discarded to avoid biases), the final sample was made up of 452 websites: 84 Chianti, 146 Brunello di Montalcino, and 222 Chianti Classico.

### *Methodology*

Data were gathered through N-Capture, which enables page by page downloads of the content, pictures and technical sheets of websites. The downloaded materials were checked several times to remove incomplete or corrupted files. All data were uploaded onto N-Vivo 11 divided by consortium, and a total of 7245 files were collected. N-Vivo was selected to perform a content analysis with an individual word being the measurement unit. A Word Frequency Query was run for each consortium. The top 1000 words in terms of frequency were analyzed for each cluster and those words not useful to be employed in the analysis were discarded; the final number of words selected was 457. These words were divided into the framework categories and employed in the website analysis. Thus, each website was analyzed on the basis of these categories in order to find their frequency weighted on the total amount of words in each website. Words belonging to more than one category were differentiated on the basis of their specific meaning.

The results were uploaded onto Stata 15.0 to perform a multiple discriminant analysis. The purpose of this analysis is to estimate the relationship between non-metric variables, clusters, and metric independent variables, categories and subcategories of identity drivers (Hair et al., 2010). This technique is particularly suited to explaining and predicting the bases of membership of different groups, represented by non-metric variables. Another advantage of discriminant analysis is the reduction of “*analyst's space dimensionality*” (Altman, 1968, p. 592) which is given by number of non-metric variables (groups defined a priori) minus one. Consequently, two discriminant functions were designed where each independent variable shows a variate's weight maximizing the differences between groups for each function (Hair et al., 2010). The function structure is  $Z_{jk} = a + W_1X_{1k} + W_2X_{2k} + \dots + W_nX_{nk}$ , where  $Z_{jk}$  is the discriminant  $Z$  score for function  $j$  and object  $k$ ,  $a$  is the intercept,  $W_i$  is the discriminant weight for independent variable  $i$  and  $X_{ik}$  is the independent variable  $i$  for object  $k$ . In this way, the independent variables are plotted in two dimensions, which represent the two discriminant functions.

## **4. Results**

### *Brand identity drivers*

In our sample of firms, we identified six categories and eighteen subcategories of drivers. Table 2 displays the mean presence per cluster of each driver, weighted by the total amount of words. The model can capture on average 23.06% of words on Chianti websites, 23.87% on Chianti Classico and 25.06% on Brunello. These are high percentages given that, in the word count of a website, even “or”, “a”, “and”, phone numbers etc. are included.



**Table 2:** Mean of identity drivers for each cluster

	<b>Drivers</b>	<b>Chianti</b>	<b>Chianti Classico</b>	<b>Brunello di Montalcino</b>
<b>Product/Process</b>	<b>Wine Characteristics</b>	<b>6,92%</b>	<b>7,61%</b>	<b>7,41%</b>
	<b>Process Characteristics</b>	<b>5,95%</b>	<b>6,15%</b>	<b>8,11%</b>
	<i>Production</i>	5,67%	5,93%	7,94%
	<i>Envir. &amp; Sust.</i>	0,28%	0,22%	0,17%
<b>Location</b>	<b>Territorial identification</b>	<b>3,57%</b>	<b>3,33%</b>	<b>4,07%</b>
	<i>Denominations</i>	0,69%	0,44%	0,49%
	<i>Locality</i>	1,44%	1,75%	2,67%
	<i>Region</i>	1,00%	0,65%	0,42%
	<i>Country</i>	0,44%	0,49%	0,49%
	<b>Collateral Experience</b>	<b>3,90%</b>	<b>4,26%</b>	<b>2,94%</b>
	<i>Wine &amp; Food</i>	1,14%	1,16%	0,92%
	<i>Hospitality</i>	1,99%	2,31%	1,15%
	<i>Photo Gallery</i>	0,25%	0,30%	0,29%
	<i>Estate</i>	0,52%	0,49%	0,58%
<b>Social</b>	<b>External Approval</b>	<b>1,49%</b>	<b>1,35%</b>	<b>1,41%</b>
	<i>Awards</i>	0,65%	0,58%	0,62%
	<i>Press</i>	0,48%	0,46%	0,55%
	<i>Social Networks</i>	0,36%	0,31%	0,24%
	<b>Governance Attributes</b>	<b>1,23%</b>	<b>1,17%</b>	<b>1,12%</b>
	<i>Family</i>	0,27%	0,27%	0,29%
	<i>Innovation</i>	0,05%	0,05%	0,03%
	<i>Tradition</i>	0,53%	0,51%	0,38%
<i>Story telling</i>	0,38%	0,34%	0,42%	
	<b>Total</b>	<b>23,06%</b>	<b>23,87%</b>	<b>25,06%</b>

The 457 words identified during the analysis and divided into the categories and subcategories, were then employed to answer the second research question examining to what extent such words are found on the websites of the wineries for each consortium.

#### *Identity drivers and wine clusters*

Table 3 outlines descriptive statistics and Pearson's correlation among subcategories of identity drivers for Chianti, Chianti Classico and Brunello di Montalcino. The correlation indicators do not reveal problems in terms of multicollinearity, as confirmed by low VIF scores and high tolerance for all drivers (see Appendix). A multiple discriminant analysis was performed. Table 4 outlines the two features of the discriminant functions, where the first function explains the larger proportion of variance with a high significance. Table 5 shows ANOVA and Standard Canonical discriminant function coefficients.

**Table 3: Descriptive statistics and correlations**

	[1]	[2]	[3]	[4]	[5]	[6]	[7]	[8]	[9]	[10]	[11]
[1] Wine charac.	1										
[2] Production	.197	1									
[3] Envir. & Sust.	-.047	.085	1								
[4] Denominations	.151	.081	-.048	1							
[5] Locality	.096	.074	-.094	.018	1						
[6] Region	.069	-.069	.052	.404	-.000	1					
[7] Country	-.002	-.007	.045	-.042	.213	.073	1				
[8] Wine & Food	.243	.132	-.038	-.008	.007	.210	.022	1			
[9] Hospitality	-.146	-.269	-.014	-.114	.047	.190	.116	.220	1		
[10] Photo Gallery	-.053	-.004	-.015	-.068	.039	.007	.113	.099	.230	1	
[11] Estate	.022	.106	-.028	.043	.077	.046	.078	.013	.030	.108	1
[12] Awards	.112	-.077	-.059	.123	-.013	.023	.037	-.059	-.083	.049	.066
[13] Press	.072	.114	-.041	.101	.032	.007	.167	.018	.013	.122	.097
[14] Social Networks	-.015	-.014	-.024	.108	.022	.116	.053	.039	.104	.032	.033
[15] Family	-.026	.026	-.063	-.088	.006	-.042	-.019	-.011	-.011	.038	.143
[16] Innovation	-.012	.031	.052	.015	-.073	.017	-.005	.036	-.053	-.074	.069
[17] Tradition	.077	-.054	-.005	-.015	-.012	.080	-.023	.010	.179	-.033	.080
[18] Story telling	.008	.126	.012	-.023	-.025	.000	.094	.100	.015	.152	.170
[19] Chianti	-.073	-.115	.106	.132	-.207	.314	-.064	.030	.036	-.034	-.005
[20] Chianti Classico	-.013	-.158	.035	-.087	-.148	.026	.036	.104	.222	.018	-.043
[21] Brunello	.075	.264	-.125	-.016	.331	-.289	.016	-.136	-.268	.008	.050
Mean	.067	.065	.002	.005	1.970	.623	.488	.011	.019	.003	.005
Std. Dev.	.070	.039	.003	.007	1.506	.596	.535	.010	.021	.005	.007
Min	0	0	0	0	.03	0	0	0	0	0	0
Max	1.329	.214	.033	.068	10.680	4.650	3.420	.066	.138	.028	.038

**Table 3 (continue): Descriptive statistics and correlations**

	[12]	[13]	[14]	[15]	[16]	[17]	[18]	[19]	[20]	[21]
[12] Awards	1									
[13] Press	.241	1								
[14] Social Networks	.056	.268	1							
[15] Family	-.050	-.046	-.044	1						
[16] Innovation	.033	-.018	-.038	.236	1					
[17] Tradition	-.016	-.021	-.089	.227	.203	1				
[18] Story telling	.004	.067	-.037	.215	.134	.150	1			
[19] Chianti	.034	-.010	.061	-.011	.018	.058	-.001	1		
[20] Chianti Classico	-.025	-.061	.031	-.026	.049	.076	-.071	-.469	1	
[21] Brunello	-.002	.073	-.083	.037	-.068	-.129	.077	-.330	-.679	1
Mean	.006	.005	.003	.003	.042	.466	.004	.186	.491	.323
Std. Dev.	.012	.006	.005	.004	.088	.502	.004	.389	.501	.468
Min	0	0	0	0	0	0	0	0	0	0
Max	.125	.037	.031	.028	.580	5.540	.032	1	1	1

Note: N = 452. Correlation coefficients greater than 0.09 in absolute value are statistically significant at 95%.

**Table 4: Canonical linear discriminant analysis**

Function	Canon. Corr.	Eigen-value	Variance (proportion)	F	df1	df2	Prob. > F
1	0.583	0.515	0.884	6.522	36	864	0.000
2	0.252	0.068	0.116	1.726	17	433	0.036

**Table 5:** ANOVA and Std. canonical discriminant function coefficients

Variables	R <sup>2</sup>	F	Std. Canonical discriminant function 1 coefficients	Std. Canonical discriminant function 2 coefficients
Wine charac.	0.008	1.848	-0.091	0.263
Production	0.071	17.098***	-0.359	-0.103
Envir. & Sust.	0.020	4.676**	0.231	-0.086
Denominations	0.018	4.146*	-0.046	-0.170
Locality	0.120	30.657***	-0.638	-0.109
Region	0.137	35.75***	0.559	-0.620
Country	0.004	0.945	0.012	0.273
Wine & Food	0.019	4.295*	0.181	0.194
Hospitality	0.075	18.114***	0.227	0.582
Photo Gallery	0.001	0.256	-0.057	0.021
Estate	0.003	0.593	-0.011	-0.051
Awards	0.001	0.283	0.053	-0.060
Press	0.006	1.263	-0.095	-0.167
Social Networks	0.008	1.843	0.143	0.031
Family	0.001	0.309	-0.042	-0.081
Innovation	0.005	1.041	0.067	0.196
Tradition	0.017	3.886*	0.183	0.039
Story telling	0.007	1.470	-0.138	-0.243

Note: \* p < 0.05; \*\* p < 0.01; \*\*\* p < 0.001

The F values highlight a strong significance for Region, Locality, Hospitality and Production as discriminant factors. On the other hand, Environment & Sustainability, Wine & Food, Denomination and Tradition show a lower significance. The drivers' ability to discriminate among clusters is summarized in Table 6.

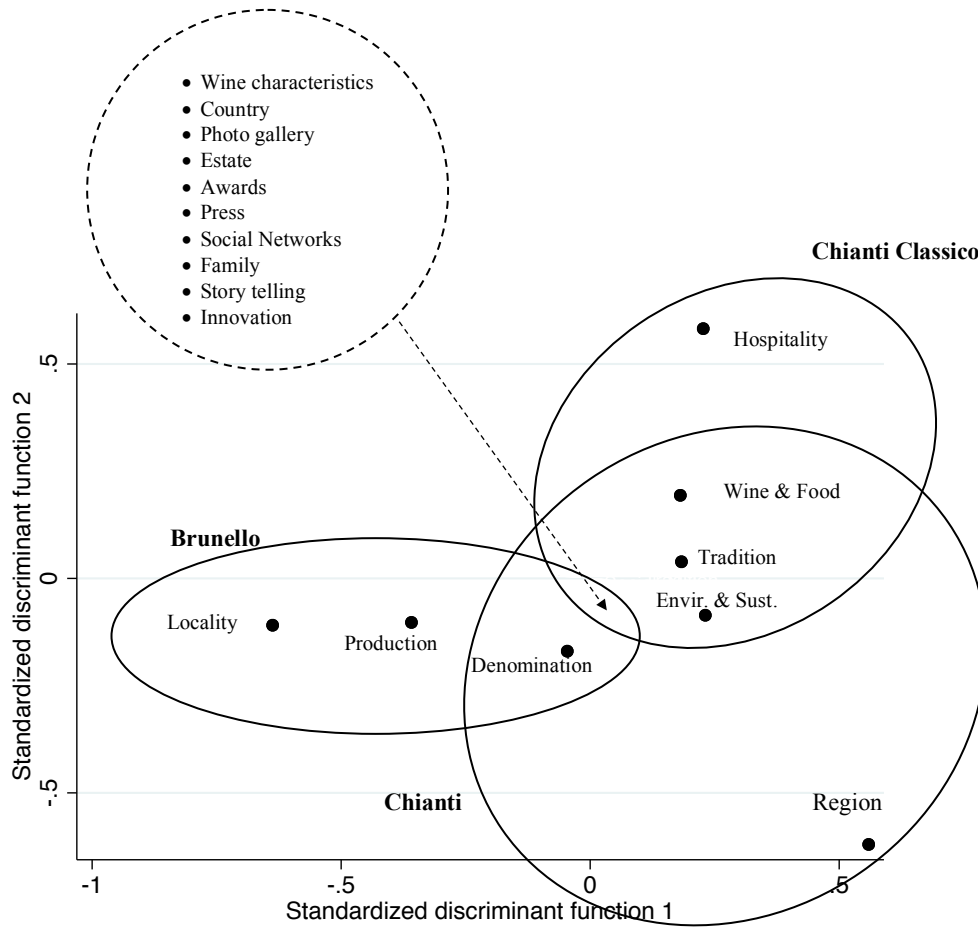
**Table 6:** Summary of the discriminant power for the variables used

High discriminant power	Low discriminant power	Non discriminant
Region	Denomination	Wine characteristics
Locality	Tradition	Country
Production	Envir. & Sust.	Photo gallery
Hospitality	Wine & Food	Estate
		Awards
		Press
		Social Networks
		Family
		Story telling
		Innovation

The analysis revealed that Region is one of the drivers that discriminates Chianti from the other two clusters, while Hospitality discriminates Chianti Classico from the other two. Production and Locality are particularities of Brunello di Montalcino. Low discriminant factors overlap single clusters: Wine & Food, Tradition, and Environment & Sustainability are drivers shared by both Chianti and Chianti Classico, while Denomination belongs to both Chianti and Brunello di Montalcino. Non-discriminant are drivers which are employed by all clusters, without substantial differences.

Figure 2 illustrates the loading plot, and Figure 3 reports the mean of standardized variables.

**Figure 2 – Representation of the loading plot and discrimination of the clusters**



**Figure 3 – Mean of standardized variables**



## 5. Discussion

These results confirm our framework's ability to explain the online branding strategies of wineries. To answer the first research question, it is interesting to note that several offline branding strategies were employed. *Product and Process* show the highest incidence for all clusters, thus highlighting their significance as identity drivers. Our findings regarding Production are in line with those of Maizza et al. (2017), which emphasize the influence of methods of production on consumer preferences. Therefore, Production is a vehicle to communicate quality, pursuit of excellence and attention to detail, all of which help to create a firm's identity. Even though the literature (Steinthal and Hinman, 2007; Atkin et al., 2012) highlights that environment and sustainability differentiate a brand from the mass, in our sample this driver shows a low percentage of usage and discriminant power.

In terms of *Location*, territorial identifications are employed by all clusters. Within this category, the presence of Locality should be emphasized as a new identity driver able to differentiate a high-quality and well-known wine zone from broader geographic indication (e.g. region or country). The literature has evolved from considering the positive impact of country-of-origin (Yasin et al., 2007), to region (Johnson and Bruwer, 2007; Bruwer and Johnson, 2010) seen as a branding strategy able to differentiate products not only from foreign competitors, but also from domestic (Bruwer and House, 2003).

However, our results show a further evolution of territorial identification i.e. from regional to local branding. If a region is seen as an umbrella brand, each product branded with region's name contributes to quality perceptions, therefore both high-quality and low-quality wines. Hence, if a Locality produces wines of higher-quality than those of other wineries in different locations but in the same region, it is a logical consequence to brand the name of the Locality in order to differentiate its particular quality, thus avoiding or limiting region-of-origin associations. A possible drawback of this strategy could be a dilution effect, thus decreasing the ability of territorial identification to act as a differentiation tool and to carry clear values in order to build a solid identity.

In addition, websites allow wine enthusiasts to gain information about winery tours, tastings and to book holidays on the farm, thus enabling wineries to reach consumers without any mediation. In fact, collateral experiences can influence brand association and perceptions (Lockshin and Spawton, 2001; Alant and Bruwer, 2010), therefore having a non-mediated communication instrument allows wineries to convey their preferred identity message.

Our analysis supports these previous findings. In fact, Hospitality is (i) widely employed by wineries and (ii) discriminates between the three clusters.

Regarding *Social attributes*, our results highlight the presence of the family branding driver, and this in line with the wine literature (Maguire et al., 2013; Gallucci et al., 2015). Binz Astrachan and Astrachan (2015) proposed three brand themes (Storytelling, Tradition, and Innovation), which are linked with families. They also stressed the need to balance Tradition with Innovation to avoid negative customer perceptions. Our research findings show a different picture for the Tuscan wine business, where firms tend to focus on Tradition to convey their identity.

Our research reveals not only which drivers are employed, but also how wineries combine them in each consortium (see Table 2). As Figure 2 highlights, these drivers discriminate between the branding strategies of clusters, thus showing differential usage of drivers. However, it should be highlighted that CI is not necessarily a shared strategy of cluster's members, but could be a silent process not founded on mutual support (Staber, 2010). Therefore, we are not saying that these results are outcomes of a cluster strategy, but that what they reveal could be useful for the winery consortiums.

The discriminant analysis highlights four drivers able to differentiate branding strategies of the three clusters. The non-discriminant (and low-discriminant) factors are unable to identify specific drivers for one cluster, as they are employed similarly by all clusters (or at least by two of them). Production and Locality are what distinguish the identity strategy of Brunello di Montalcino - one of the top Italian quality wines and the highest priced at source (Ismea, 2017b). The fact that Brunello uses

Locality as an identity driver supports the above-mentioned idea of differentiating high-quality clusters from the broader varieties in the same region. A small production zone can be easily linked with higher quality when compared to an entire region. In addition, highlighting production capabilities and particularities is a way to show product excellence, emphasizing the unique knowhow of the cluster. Excellence of *terroir* and superior knowhow are the fundamental factors in Brunello's identity.

On the other hand, Chianti Classico - which has only recently become an autonomous DOCG - is struggling to be recognized worldwide and stresses Hospitality as its main discriminant driver. The Chianti cluster - the top Italian wine in terms of brand value (WineNews, 2015) - covers a number of hectares seven times larger than Brunello and twice as large as Chianti Classico, with a production ten times larger than Brunello and twice as large as Chianti Classico. This massive production can only benefit from associations with a wine region such as Tuscany, therefore region is the main driver employed by this cluster.

## 6. Conclusions

This study enriches the wine literature with a framework of brand identity drivers employed online, which would be useful for future research. Indeed, the strategic mix of identity drivers presented opens up to further exploration focused on understanding the most suitable combination of drivers. In addition, this framework is a first attempt to capture online brand identity strategies and could support researchers in conducting international comparisons.

From a practitioner's perspective, we believe that this study is valuable as it shows an (i) up to date list of online brand identity drivers, and (ii) three different strategic mixes to take into consideration in future managerial choices. For winery managers, these findings can enrich and guide their analysis of the online competitive scenario, thus offering a road map to reach a clearer understanding of what competitors are doing and of what the winery can do to differentiate itself. In addition, managers can understand if the employed branding strategy is in line or not with their cluster or regional fellows. This can help wineries to build consistent long-term strategies, thus increasing the quality of managerial decisions regarding brand identity.

Regarding clusters, with a better understanding of firms' strategies, consortiums can better protect and promote their members' needs, by influencing national, regional and local legislative authorities to promote more suitable laws and interventions. Our results should help local authorities to understand what kind of identity is being communicated by the members of a cluster, thus enabling consortium managers to improve or change current strategies, and avoiding individual strategies that could be detrimental for the whole cluster. In addition, we provide them with a methodology that can be easily replicated everywhere. Therefore, consortium managers will be able to plan long-term CI branding strategies at a central level, thus taking account new competitors, market conditions and consumers trends. This will (i) enhance the coordination of the whole cluster, (ii) improve the quality of its decisional choices, (iii) enhance the consistency and quality of the cluster brand identity, and (iv) be helpful for both SMEs and large firms.

Through their consortium, SMEs will be able to access fundamental data at a lower cost, thus increasing their managerial and marketing knowhow. This improvement will enable SMEs to adopt better quality standards, thus enhancing the whole CI and decreasing confusion and misconceptions. Large firms will gain a well-shaped cluster brand identity, thus having a qualitative source of distinction (membership of a cluster) to employ in the international competitive panorama.

Lastly, individual firms and clusters can replicate this methodology of analysis to gain more insights into competitors and to monitor intra-clusters trends. Given that a well-designed and consistent brand identity can positively impact on brand equity (Madhavaram et al., 2005), a whole cluster should be able to benefit from better designed and consistent brand identity strategies for individual wineries. This, in turn, would increase the brand equity of individual wineries and consequently the brand equity of a cluster.

## 7. Limitations and Further Research

This research does not take into account those firms that are not listed on consortiums' websites and is composed only of Tuscan firms. However, our decision to focus on consortiums means that we had access to a complete list of current members, showing those firms which identify with and wish to be members of a cluster and which take part in the identity creation process. Another possible limitation is that we focused exclusively on words rather than images which also influence brand associations. This focus on words excluded all the social media logos, which were impossible to count through the text query employed; therefore, the relevance of this driver may be underestimated. Furthermore, the word analysis does not capture concepts that are expressed with uncommon words, or that should be read between the lines, or that may be related to where (e.g. home page or peripheral page) they appear on the website. Lastly, we cannot bridge our brand identity findings with any numerical inferences of brand equity improvement or deterioration, thus leaving open this topic for further investigations.

It would be interesting to investigate differences in the identity drivers pool through a cross-national comparison. Clusters such as the Napa Valley, Paso Robles, Russian River, Barossa Valley, Saint-Emilion and Pomerol will show different strategies enhancing the reliability of the identity drivers' framework and further increasing insights for building strong CI. Additionally, governance typology (family vs non-family) and their brand identity choices should be investigated. Research could also be conducted into identity composition compared to firms' or cluster's performances, and also looking at the impact of drivers on consumers.

## References

- Adegbuyi, O.A., Akinyele, F.A. and Akinyele, S.T. (2015), "Effect of social media marketing on small scale business performance in ota-metropolis, Nigeria", *International Journal Of Social Science Management*, Vol. 2 No. 3, pp. 275-283.
- Alant, K. and Bruwer, J. (2010), "Winery visitation sets. Intra-regional spatial movements of wine tourists in branded regions", *International Journal of Wine Business Research*, Vol. 22 No. 2, pp. 191-210.
- Altman, E.I. (1968), "Financial Ratios, Discriminant Analysis and the Prediction of Corporate Bankruptcy", *The Journal of Finance*, Vol. 23 No. 4, pp. 589-609.
- Anselmsson, J., Vestman Bondesson, N. and Johansson, U. (2014), "Brand image and customers' willingness to pay a price premium for food brands", *Journal of Product & Brand Management*, Vol. 23 No. 2, pp. 90-102.
- Annunziata, E., Pucci, T., Frey, M. and Zanni, L. (2018), "The role of organizational capabilities in attaining corporate sustainability practices and economic performance: evidence from Italian wine industry", *Journal of Cleaner Production*, Vol. 171, No. 1, pp. 1300-1311.
- Atkin, T., Gilinsky, A. and Newton, S.K. (2012), "Environmental strategy: does it lead to competitive advantage in the US wine industry?", *International Journal of Wine Business Research*, Vol. 24 No. 2, pp. 115-133.
- Beebe, C., Haque, F., Jarvis, C., Kenney, M., and Patton, D. (2012), "Identity creation and cluster construction: the case of the Paso Robles wine region", *Journal of Economic Geography*, Vol. 13 No. 5, pp. 711-740.
- Begalli, D., Codurri, S. and Gaeta, D. (2009), "Wine and web marketing strategies: the case study of Italian speciality wineries", *British Food Journal*, Vol. 111 No. 6, pp. 598-619.
- Bernabéu, R., Brugarolas, M., Martínez-Carrasco, L. and Díaz, M. (2008), "Wine origin and organic elaboration, differentiating strategies in traditional producing countries", *British Food Journal*, 110(2), pp. 174-188.
- Binz Astrachan, C. and Astrachan, J. (2015), "Family Business Branding Leveraging stakeholder trust", London: *IFB Research Foundation*.

- Boudreaux, C.A. and Palmer, S.E. (2007), "A charming little Cabernet. Effects of wine label design on purchase intent and brand personality", *International Journal of Wine Business Research*, Vol. 19 No. 3, pp. 170-186.
- Brochado, A., Vinhas da Silva, R., LaPlaca, P. (2015) "Assessing brand personality associations of top-of-mind wine brands", *International Journal of Wine Business Research*, Vol. 27 No. 2, pp.125-142.
- Broekemier, G., Chau, N. and Seshadri, S. (2015), "Social media practices among small business-to-business enterprises", *Small Business Institute Journal*, Vol. 11 No. 1, pp. 37-48.
- Bruwer, J. (2004), "The love affair of generation X consumers with the winery cellar door", *The Australian and New Zealand Grapegrower and Winemaker*, December, pp. 19-24.
- Bruwer, J. and Alant, K. (2009), "The hedonic nature of wine tourism consumption: an experiential view", *International Journal of Wine Business Research*, Vol. 21 No. 3, pp. 235-257.
- Bruwer, J. and House, M. (2003), "Has the era of regional branding arrived for the Australian wine industry? Some perspectives", *The Australian and New Zealand Grapegrower and Winemaker*, No. 579, December, pp. 56-61.
- Bruwer, J. and Johnson, R. (2010), "Place-based marketing and regional branding strategy perspectives in the California wine industry", *Journal of Consumer Marketing*, Vol. 27 No. 1, pp. 5-16.
- Bruwer, J. and Lesschaeve, I. (2012), "Wine tourists' destination region brand image perceptions and antecedents: conceptualization of a winescape framework", *Journal of Travel & Tourism Marketing*, Vol. 29 No. 7, pp. 611-628.
- Byrd, E., Canziani, B., Hsieh, Y. and Debbage, K. (2016), "Wine tourism: Motivating visitors through core and supplementary services", *Tourism Management*, Vol. 52, pp. 19-29.
- Canziani, B.F. and Welsh, H.B.D. (2016), "Website quality for SME wineries: measurement insights", *Journal of Hospitality and Tourism Technology*, Vol. 7 No. 3, pp. 266-280.
- Coleman, D.A., de Chernatony, L., Christodoulides, G. (2015), "B2B service brand identity and brand performance: An empirical investigation in the UK's B2B IT services sector", *European Journal of Marketing*, Vol. 49 No. 7/8, pp.1139-1162.
- Consorzio Chianti Classico (2016), *300 anni vissuti a cresta alta*. Available at: <http://www.chianticlassico.com/300-anni/> (Accessed 25 August 2017).
- Consorzio del Vino Brunello di Montalcino, (2017), *Montalcino, il territorio e i vini*. Available at: <http://www.consorziobrunellodimontalcino.it/store/file-15.pdf> (Accessed 30 August 2017).
- Craig, J., Dibrell, C. and Davis, P. (2008), "Leveraging family based brand identity to enhance firm competitiveness and performance in family business", *Journal of Small Business Management*, Vol. 46 No. 3, pp. 351-371.
- Dana, L.P., Granata, J., Lasch, F., Carnaby, A (2013), "The evolution of co-opetition in the Waipara wine cluster of New Zealand", *Wine Economics and Policy*, Vol. 2, pp. 42-49.
- Dehghani, M. and Tumer, M. (2015), "A research on effectiveness of Facebook advertising on enhancing purchase intention of consumers", *Computers in Human Behavior*, Vol. 49 No. 1, pp. 597-600.
- Durrieu, F. (2008), "Impact of brand identity on labeling: the case of regional branding", *4th International Conference of the Academy of Wine Business Research*, Siena, 17-19 July, 2008.
- Gallucci, C., Santulli, R. and Calabrò, A. (2015), "Does family involvement foster or hinder firm performance? The missing role of family-based branding strategies", *Journal of Family Business Strategy*, Vol. 6, pp. 155-165.
- Gao, Q. and Feng, C. (2016), "Branding with social media: User gratifications, usage patterns, and brand message content strategies", *Computers in Human Behavior*, Vol. 63, pp. 868-890.
- Hair, J., Black, W., Babin, B. and Anderson, R. (2010), *Multivariate Data Analysis*, Pearson Prentice Hall, Englewood Cliffs, NJ.
- Huneus, A. (2005), "Consolidation and the future of small, premium wineries", *Wine Business Monthly*, pp. 22-4.



- Ismea (2017a), *Ismea Mercati, Dati Dettaglio*. Available at: <http://www.ismeamercati.it/flex/FixedPages/IT/VinoCertificatoScheda.php/L/IT/ID/28/REG/9/tip/0/col/0/from/-> (accessed 02 January 2018)
- Ismea (2017b), *Prezzi medi all'origine*. Available at: <http://www.ismeamercati.it/flex/cm/pages/ServeBLOB.php/L/IT/IDPagina/2603#MenuV> (accessed 02 January 2018)
- Johnson, R. and Bruwer, J. (2007), "Regional brand image and perceived wine quality: the consumer perspective", *International Journal of Wine Business Research*, Vol. 19 No. 4, pp. 276-297.
- Josias, A.E., Frikkie, H., Bruwer, J. (2014) "Region-of-origin (ROO) certification as marketing strategy in the South African wine market", *International Journal of Wine Business Research*, Vol. 26 No 2, pp.139-162.
- Josling, T. (2006), "The war on terroir: geographical indications as a transatlantic trade conflict", *Journal of Agricultural Economics*, Vol. 57 No. 3, pp. 337-363.
- Kabadayi, S. and Price, K. (2014), "Consumer – brand engagement on Facebook: liking and commenting behaviors", *Journal of Research in Interactive Marketing*, Vol. 8 No. 3, pp. 203-223.
- Kapferer, J. (2012), *The New Strategic Brand Management*, London: Kogan Page.
- Kozinets, R., de Valck, K., Wojnicki, A. and Wilner, S. (2010), "Networked Narratives: Understanding Word-of-Mouth Marketing in Online Communities", *Journal of Marketing*, Vol. 74 No. 2, pp. 71-89.
- Laeng, B., Suegami, T., Aminihajibashi, S. (2016) "Wine labels: an eye-tracking and pupillometry study", *International Journal of Wine Business Research*, Vol. 28 No. 4, pp.327-348.
- Lapsley, J. and Sumner, D. (2014), "'We are both Host' Napa Valley, UC Davis and the search for Quality", Kenney, M., Monwery, D., *Public Universities and Regional Growth*, Stanford Business Books, Standford, pp. 180-209.
- Lockshin, L. and Corsi, A. (2012), "Consumer behaviour for wine 2.0: A review since 2003 and future directions", *Wine Economics and Policy*, Vol. 1 No. 1, pp. 2-23.
- Lockshin, L. and Hall, J. (2003), "Consumer Purchasing Behaviour for Wine: What We Know and Where We are Going", *International Colloquium in Wine Marketing*, July, pp. 1-21.
- Lockshin, L., Rasmussen, M. and Cleary, F. (2000), "The nature and roles of a wine brand", *Australia and New Zealand Wine Industry Journal Special Issue on Wine Marketing*, Vol. 15 No. 4, pp. 17-24.
- Lockshin, L. and Spawton, T. (2001), "Using Involvement and Brand Equity to Develop a Wine Tourism Strategy", *International Journal of Wine Marketing*, Vol. 13 No. 1, pp. 72-81.
- Luceri, B., Sabrina Latusi, S., Zerbini, C. (2016) "Product versus region of origin: which wins in consumer persuasion?", *British Food Journal*, Vol. 118 No. 9, pp.2157-2170.
- Madhavaram, S., Badrinarayanan, V., McDonald, R.E. (2005), "Integrated Marketing Communication (IMC) and Brand Identity as Critical Components of Brand Equity Strategy: A Conceptual Framework and Research Propositions", *Journal of Advertising*, Vol. 34 No. 4, pp. 69-80.
- Maguire, J.S., Strickland, P. and Frost, W. (2013), "Familianness as a form of value for wineries: a preliminary account", *Journal of Wine Research*, Vol. 24 No. 2, pp. 112-127.
- Maizza, A., Fait, M., Scorrano, P. and Vrontis, D. (2017), "Old, New and Third Wine Regions: a Consumer Perspective", *World Review of Entrepreneurship Management and Sustainable Development*, Vol. 13 No. 6, pp. 521-541.
- Malhotra, A., Malhotra, C.K. and See, A. (2013), "How to create brand engagement on Facebook", *MIT Sloan Management Review*, Vol. 54 No. 2, pp 18-20.
- Martinez-Lopez, F., Anaya-Sanchez, R., Aguilar-Illescas, R. and Molinillo, S. (2016), *Online Brand Communities. Using the Social Web for Branding and Marketing*, Springer International Publishing, Cham (Switzerland).

- Mills, A. J., Pitt, L. and Sattari, S. (2012), "Reading between the vines : analyzing the readability of consumer brand wine web sites", *International Journal of Wine Business Research*, Vol. 24 No. 3, pp. 169-182.
- Moschini, G., Menapace, L., Pick, D. (2008), "Geographical Indications and the competitive provision of quality in agricultural markets", *American Journal of Agricultural Economics*, Vol. 90 No. 3, pp. 794-812.
- Notta, O., Vlachvei, A., Diotallevi, F. and Marchini, A. (2013), "Web marketing strategies in Agro Food SMEs – Evidence from Greek and Italian wine SMEs", Andreopoulou, Z., Samathrakis, V., Louca, S. and Vlachopoulou, A., *E-Innovation for sustainable development of rural resources during global economic crisis*, IGI Global, Hershey, pp. 199-220.
- Ozretic-Dosen, D., Skare, V. and Krupka, Z. (2007), "Assessments of country of origin and brand cues in evaluating a Croatian, western and eastern European food product", *Journal of Business Research*, Vol. 60 No. 2, pp. 130-136.
- Pantini, D. (2017), *La Grande Sfida Del Brunello di Montalcino: I mercati del Futuro*, Montalcino, 29 April 2017, Wine Monitor-Nomisma.
- Papadopoulos, N. and Heslop, L. (2002), "Country equity and country branding: Problems and prospects", *The Journal of Brand Management*, Vol. 9 No. 4, pp. 294-314.
- Pappu, R., Quester, P. and Cooksey, R. (2006), "Consumer-based brand equity and country-of- Origin relationships", *European Journal of Marketing*, Vol. 40 No. 5/6, pp. 696-717.
- Pentina, I., Koh, A. and Le, T. (2012), "Adoption of social networks marketing by SMEs: exploring the role of social influences and experience in technology acceptance", *International Journal Of Internet Marketing and Adversting*, Vol. 7 No. 1, pp. 65-82.
- Pharr, J. (2005), "Synthesis Country-of-origin research from last decade: is the concept still salient in an era of global brands?", *Journal of Marketing Theory and Practice*, Vol. 13 No. 4, pp. 34-45.
- Phau, I. and Prendergast, G. (2000), "Conceptualizing the country of origin of brand", *Journal of Marketing Communications*, Vol. 6 No. 3, pp. 159-170.
- Porter, M. (1998), "Clusters and the new economics of competition", *Harvard Business Review*, November–December.p. 77–90.
- PwC (2017), *Il settore del vino in Italia: Scenari evolutivi e strategia nell'era digitale*. Available at: <https://www.pwc.com/it/it/industries/retail-consumer/assets/docs/settore-vino.pdf> (accessed 20 April 2017)
- Rivella, E., (2010), *Ezio Rivella: tutto quello che è successo, succede e succederà a Montalcino*. Available at: <https://www.youtube.com/watch?v=HcH6wvDvKgw> (accessed 2 May 2017).
- Rundh, B. (2005), "The multi-faceted dimension of packaging: Marketing logistic or marketing tool?", *British Food Journal*, Vol. 107 No. 9, pp. 670-684.
- Santini, C., Cavicchi, A. and Casini, L. (2013), "Sustainability in the wine industry: key questions and research trends", *Agricultural and Food Economics*, Vol. 1 No. 1, pp. 1-14.
- Schamel, G. (2006), "Geography vs. Brands in a Global Wine Marketplace", *AgriBusiness*, Vol. 22 No. 3, pp. 363-374.
- Simmons, G., Armstrong, G. and Durkin, M. (2008), "A conceptualization of the determinants of small business website adoption", *International Small Business Journal*, Vol. 26 No. 3, pp. 351-386.
- Spawton, A. (1999), "The Role of the Brand Manager", *The Australian and New Zealand Wine Industry Journal*, Vol. 14 No. 1, pp. 90-92.
- Staber, U. (2010), "Imitation without interaction: how firms identify with clusters", *Organization Studies*, Vol. 31 No. 2, p. 153–174.
- Staber, U. and Sautter, B. (2011), "Who are we, and do we need to change? cluster identity and life cycle", *Regional Studies*, Vol. 45 No. 10, pp. 1349-1361.
- Steinthal, D. and Hinman, J. (2007), "The perfect storm, revisited", *Wine Business Monthly*, December, pp. 88-93.

- Taylor, D., Parboteeah, D. and Snipes, M. (2010), "Winery Websites: Effectiveness Explored", *Journal of Business Administration Online*, Vol. 9 No. 2, pp. 1-11.
- Teuber, R. (2011), "Consumers' and producers' expectations towards geographical indications: Empirical evidence for a German case study", *British Food Journal*, Vol. 113 No. 7, pp. 900-918.
- Tse, D. and Gorn, G. (1993), "An experiment on the salience of country-of-origin in the era of global brands", *Journal of International Marketing*, Vol. No. 1, pp. 57-76.
- Tsimonis, G. and Dimitriadis, S. (2014), "Brand strategies in social media", *Marketing Intelligence & Planning*, Vol. 32 No. 3, pp. 328-344.
- Unione Italiana Vini (2017), "Vino in Cifre, Speciale Vinitaly", *Corriere Vinicolo*, April.
- Vlachvei, A. and Notta, O. (2015), "Greek Food Manufacturing Firms' Social Media Efforts: Evidence from Facebook", *Procedia - Social and Behavioral Sciences*, Vol. 175, pp. 308-313.
- Vlachvei, A., Notta, O. and Efterpi, T. (2012), "Branding strategies in Greek wine firms", *Procedia Economics and Finance*, Vol. 1, pp. 421-430.
- Vlachvei, A., Notta, O. and Grigoriou, E. (2013), "Establishing a strong brand identity through a website: The case of Greek Food SMEs", *Procedia Economics and Finance*, Vol. 5, pp. 771-778.
- Wallace, E., Buil, I. and de Chernatony, L., (2014), "Consumer engagement with self-expressive brands: brand love and WOM outcomes", *Journal of Product Brand Management*, Vol. 23 No. 1, pp. 33-42.
- WineNews (2015), *Chianti, Prosecco di Conegliano e Valdobbiadene, Montepulciano D'Abruzzo: I Brand del vino Italiano più quotati. A dirlo l'analisi Winenews su dati Camera di Commercio di Monza e Brianza*. Available at: <http://www.winenews.it/print/news/38187/chianti-prosecco-di-conegliano-e-valdobbiadene-montepulciano-dabruzzo-i-brand-del-vino-italiano-pi-quotati-a-dirlo-lanalisi-winenews-su-dati-camera-di-commercio-di-monza-e-brianza-a-seguire-soave-barbera-brunello-franciacorta-lambrusco> (accessed 24 May 2017)
- Yasin, N., Noor, M. and Mohamad, O. (2007), "Does image of country-of-origin matter to brand equity?", *Journal of Product & Brand Management*, Vol. 16 No. 1, pp. 38-48.
- Zamparini, A. and Lurati, F. (2012), "Communicated identities of regional cluster firms. Evidence from the Franciacorta wine cluster", *Corporate Communications: An International Journal*, Vol. 17 No. 4, pp. 498-513.
- Zamparini, A. and Lurati, F. (2017), "Being different and being the same: Multimodal image projection strategies for a legitimate distinctive identity", *Strategic Organization*, Vol. 15 No. 1, pp. 6-39.

**Appendix: VIF scores and tolerances among study variables**

<b>Variables</b>	<b>VIF scores</b>	<b>Tolerance</b>
Wine charac.	1.21	0.828
Production	1.24	0.810
Envir. & Sust.	1.05	0.951
Denominations	1.33	0.751
Locality	1.10	0.911
Region	1.37	0.731
Country	1.14	0.880
Wine & Food	1.25	0.797
Hospitality	1.40	0.715
Photo Gallery	1.13	0.885
Estate	1.08	0.926
Awards	1.13	0.886
Press	1.22	0.822
Social Networks	1.12	0.894
Family	1.18	0.850
Innovation	1.12	0.894
Tradition	1.19	0.838
Story telling	1.14	0.875

Mean VIF: 1.19. Condition number: 11.034