SOCIAL WEB COMMUNICATION AND CRM IN THE MARKETING STRATEGIES OF WINE ENTERPRISES

MONICA FAIT, ANTONIO IAZZI, ORONZO TRIO, LEA IAIA
University of Salento, Italy

Abstract

The aim of the paper is to observe and analyse the contributions made by social media in redefining firm-client relations in the wine sector as a support for CRM systems. After a literature review, in order to define the theoretical framework, the research will provide two stages of analysis:the first step concerns an investigation of buyers aimed at gathering information about their degree of usage of social media for interacting with customers as well as the spread of content and critical issues;the second step investigates the content and characteristics of Web 2.0 communication for detecting social media best practices in the use of wine blogs and the social networking site Facebook.

The originality and managerial usefulness of this paper consists of studying the emerging trends in the use of Web 2.0 tools in the wine sector, identifying the main purchase determinants that lead the choice process of consumers and developing new guidelines for the effective implementation of the instruments observed. This will help companies to better manage the social media communication tools called sCRM applications as well as their related marketing strategies, according to the companies' mission and goals.

1. Introduction

The evolution of web-based communication models has contributed to the achievement of an active role for users in the creation and distribution of content (Ozuem *et al.*, 2008), producing a review of the marketing strategies adopted by firms. The two pillars of the tools of web communication are based on the interaction or need to listen to and satisfy the customers' desires as well as the participation and encouragement of companies to the creation of new needs. In addition, CRM applications, which in the last few years have established an integrated logic of relationship marketing (Borghesi, 2001), are currently enriched by social components (hence, the acronym *sCRM*), with the purpose of integrating the asset of information, taking advantage of the data gained by the "*social*" evolution of processes and communication channels (Wang & Owyang, 2010). *sCRM* is a technology that enables companies to monitor, import and manage conversations and relationships with real and potential customers through social media communication tools. *sCRM* represents the response by firms to a communicative context co-managed by and for customers (Greenberg,

2009), with which it is possible to increase the knowledge of the client, acquire new ones and, as a consequence, personalize the relationship with them.

The main contribution of *social networks* is, in fact, to offer participants the role of co-creator and "*commentAuthor*"; in other words, to become the primary actors in the process of creating the proposal (Solima, 2008; Riva, 2010; Prahalad & Ramaswamy, 2004; Boaretto, Noci & Pini, 2007; Kotler, Kartajaya & Setiawan, 2010).

The activities of interaction, sharing and regeneration of content (Costantinides & Fountain, 2008; Bernhoff & Li, 2008), typical of web 2.0 tools, are well suited to wine products, because of their high cognitive content and complex structure tied with emotional and experiential elements, such as territorial elements, that characterize them (Mattiacci, Ceccotti & De Martino, 2006).

It is believed, in fact, that the identification of *web-based communication* characteristics in the wine sector (lack of constraints on space and time and the full involvement of users) may favour the perception of complex *land-brand* relationships, allowing them to appreciate autochthonous productions and specific geographical rural areas.

The aim of this paper is therefore to observe the contributions made by social media in redefining firm-client relations, assuming both the perspectives of buyers, for the reasons that will be provided later, and of businesses. In particular, this paper will identify the ideal characteristics that this form of communication must highlight in order to generate the planned results. These characteristics are relevant because of the peculiarity of the tools above, which are placed between the marketing and entrepreneurship fields (Finotto & Micelli, 2013); therefore, they require a planned management approach in order to avoid potential risks and maximize their utility for companies.

For the aforementioned reasons, the present work will analyse *the content and characteristics of Web 2.0 communication as a support for CRM systems,* with reference to the wine sector – which still represents a relatively under-studied field, despite its growing importance and interest. In fact, this work was prompted by a research project aimed, among other things, at the adoption of *sCRM* in a business enterprise engaged in the production and marketing of wine. Such planning is designed to optimize the trade relations and have a greater personalization of the supply (Borghesi, 2001) according to a logic of co-creation of value (Payne, Storbacka e Frow, 2008).

The theoretical framework of reference is *Integrated Marketing Communication*, the core of which is the adoption of a relational architecture (network type), which redefines the content (co-created through social interactions), reconfigures the adopted channels, and mixes different forms and information flows.

After a literature review on corporate communication in the light of the changes introduced by the advent of social media, the fieldwork considered:

- an investigation of the buyers' social media usage, designed to gather information related to: the propensity of social media usage and the most widely spread content as well as critical issues;

- an investigation of the contents and characteristics of Web 2.0 communication, for detecting social media best practices in the use of wine blogs and the social networking site *Facebook*.

2. Business communication in the age of social media

Business communication has undergone a major revision of its traditional paradigms with the rapid spread of *social networks,* which have allowed access to extraordinary knowledge about consumers using interactive forms of communication and building shared meanings about firms, products and, more generally, supplies (Chiarvesio & Di Maria, 2008).

Therefore, a new marketing model, called *mobile marketing,* has emerged, which uses multimedia technology to monitor intentions and consumer behaviours, provide social and interactive experiences that are able to give value to products and services, and transfer the messages to the target audience when the consumer is more focused and ready to consider and acknowledge these messages (Mardegan, Riva & Pettiti, 2012; Scatena & Mardegan, 2012).

This has led to the development of a new frame in which production and consumption are no longer separate, autonomous and independent worlds, but, on the contrary, integrated and complementary entities within which the customer exercises "forms of attention-seeking, unthinkable until the recent past" (Fabris, 2008, p. 448).

At this point, the business and the consumer become part of the same *community* and communication takes on new values, directing attitudes, influencing purchasing behaviour (Graffigna, Ravaglia & Brivio, 2012) and strengthening the link between the audience and the brand, thanks to its interactive nature.

As noted in recent academic contributions (Vernuccio, Ceccotti & Pastore, 2012) that fit into the branch of research related to *Integrated Marketing Communication*, the relationship architecture moves from a linear to a networking model, redefining content (co-created through social interactions), reconfiguring channels, allowing different shapes and streams to coexist: *one-to-many, one-to-one and many-to-many.*

The nature of these new forms of communication, attributable to *Web 2.0* (O'Reilly, 2005), is then: (i) the horizontal dimension, (ii) bi-directionality, (iii) the active participation of the client, (iv) the auto-generation of content (Solima, 2008; Riva, 2010).

On the basis of this discussion, it can be said that in the near future, customers will continually increase their use of such technology to communicate information about their own needs and experiences as consumers, turning to blogs to convey and transfer meanings attributed to products and determining implicitly the competitive position of companies and these companies' degree of satisfaction of customers' needs (Crotts *et al,* 2009; Luque-Martinez *et al.*, 2007; Kuo e Lee; 2009)

The new dimension of *web marketing* will thus increasingly aim to support *Customer Relationship Management,* creating social bonds and ensuring a quality online service. (Biloslvao & Trnavcecic, 2009; Chen & Chiu, 2009; Barrutia *et al.*, 2009; Lim *et al.*, 2011).

This new scenario, in addition to imposing a rethinking of the tools and techniques utilized until now, determines the need to analyse customer behaviour within the environment of social networks for monitoring features and message content (posts) (Berton *et al.*, 2007; Kaplan *et al.*, 2010).

A firm must therefore: (a) constantly keep conversations under control, not merely through a passive revision but by taking part directly in them; (b) evaluate what *users* share and find common elements among these items; (c) monitor its reputation using appropriate metrics and the development of specific indicators; (d) stimulate the formation of groups according to the characteristics of the individual members of these groups (Kietzman *et al*, 2011).

Last but not least, the management should concentrate on overseeing the brand that, in the new dimension, must be considered a "*social sense-making process (rather than an entity) made by various and dynamic interactions of brand stakeholders, bridged by brand narratives in which all these agents participate.*" (Mandelli, 2012).

This requires the presence of actors in constant conversation in social networks, who act as narrators, animate the discussions about the brand and the company, and have skills in marketing culture.

Social media brand management therefore becomes an additional marketing strategy that essentially involves the monitoring and gate keeping of relevant conversations with the active

participation in them and the involvement of authoritative stakeholders, influencing consequent purchases (Weinberg & Pehlivan, 2011).

3. Research results

3.1   *Social media in the wine sector: the perception of buyers*

The first *step* of the *field* research concerned the degree of utilization of social communication by commercial agents in order to perceive the main content and obstacles to its diffusion.

Buyers represent a privileged partner to a company because of their knowledge, creativity and ability to identify the target and trend markets in which the company works. Observing the processes of consumer choice through these interlocutors has several advantages (Kotler *et al.*, 2012), primarily due to consumers' direct knowledge of the market (by product categories, customers and territorial area). The investigation was conducted by means of a semi-structured questionnaire, sent to multi-firm agents operating in Italian territories. Such observations of data were taken between the period of November-December 2012.

Preliminarily, we attempted to observe some distinctive traits of the respondents with the aim of identifying the level of their business activity (cfr. Figure 1). We noted that more than a half of the respondents showed trade relations with more than 100 wholesalers and retail distributors, while one-fifth of respondents related to a number of over 50 interlocutors.

The main channels used by agents for the commercialization of products were restaurants (30% of sales), followed by bars (15.7%), wine bars, and wholesale trade, which, in both of the latter cases, had a use percentage exceeding 14%. Some agents imported wines from abroad (one-fifth, all from France); one case was significant, where a value of approximately 25% of the turnover was imported, and in another two cases, the quantity imported was equal to 10% of the total. Concerning Italian wines, the main product brokered (in terms of grape variety) was Prosecco, followed by Primitivo; *Guztraminer* was the second most marketed product.

Figure 1 – Number of distributors who communicate with agents
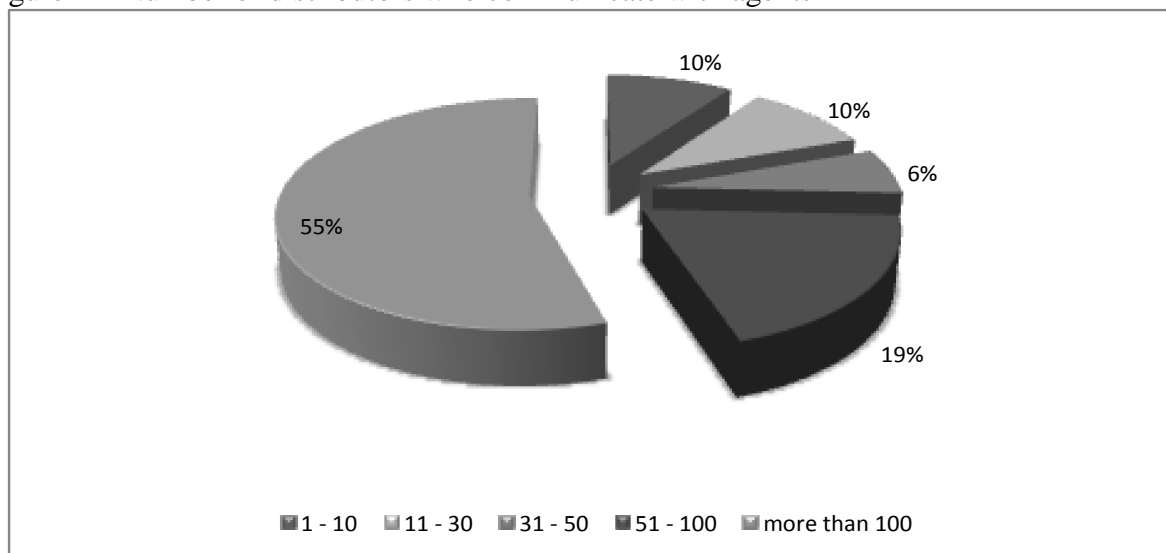
Source: authors' processing

The study proceeded, therefore, with the verification of the determining factors of wine purchases, considering the intrinsic and extrinsic attributes of the product (Olson & Jacoby, 1972); in particular, the respondents were asked to attribute a value between 1-5 (1=not important, 2=of little importance, 3=neither important nor unimportant, 4=important,

5=indispensable) to some factors that may determine the purchase of the product (among others Schamel & Anderson, 2003; Goodman, Lockshin & Cohen, 2005; Lockshin & Halstead, 2005), in the view of different channels with which they relate.

The factor that was attributed greatest importance in the sales process was the *price,* with a mean value equal to 4; the lowest value measured by the variance, equal to 0.27, highlights a common level of attention from all commercial channels.

Particular consideration was expressed with relation to the *brand manufacturer* (mean value equal to 3.64, variance 0.30) and *packaging* (average value of 3.59, variance 0.27). Less importance was attributed to the *methods of production* and the presence of *information on the internet.*

In-depth analysis, as presented in Figure 2, shows the value assigned by the agents in determining the purchase of wine, from the view of the channel used.

With regard to individual sales channels, the factor of *price* was perceived as a relevant factor in the case of sales through bars, wholesale and GD. The restaurant industry was more attentive (level of significance of 3.93) to the *brand manufacturer*, the *organoleptic quality* (3.87) and *reputation/recognisability of the denomination of origin* (3.83).

Figure 2 – Determining factors in the purchase of wine
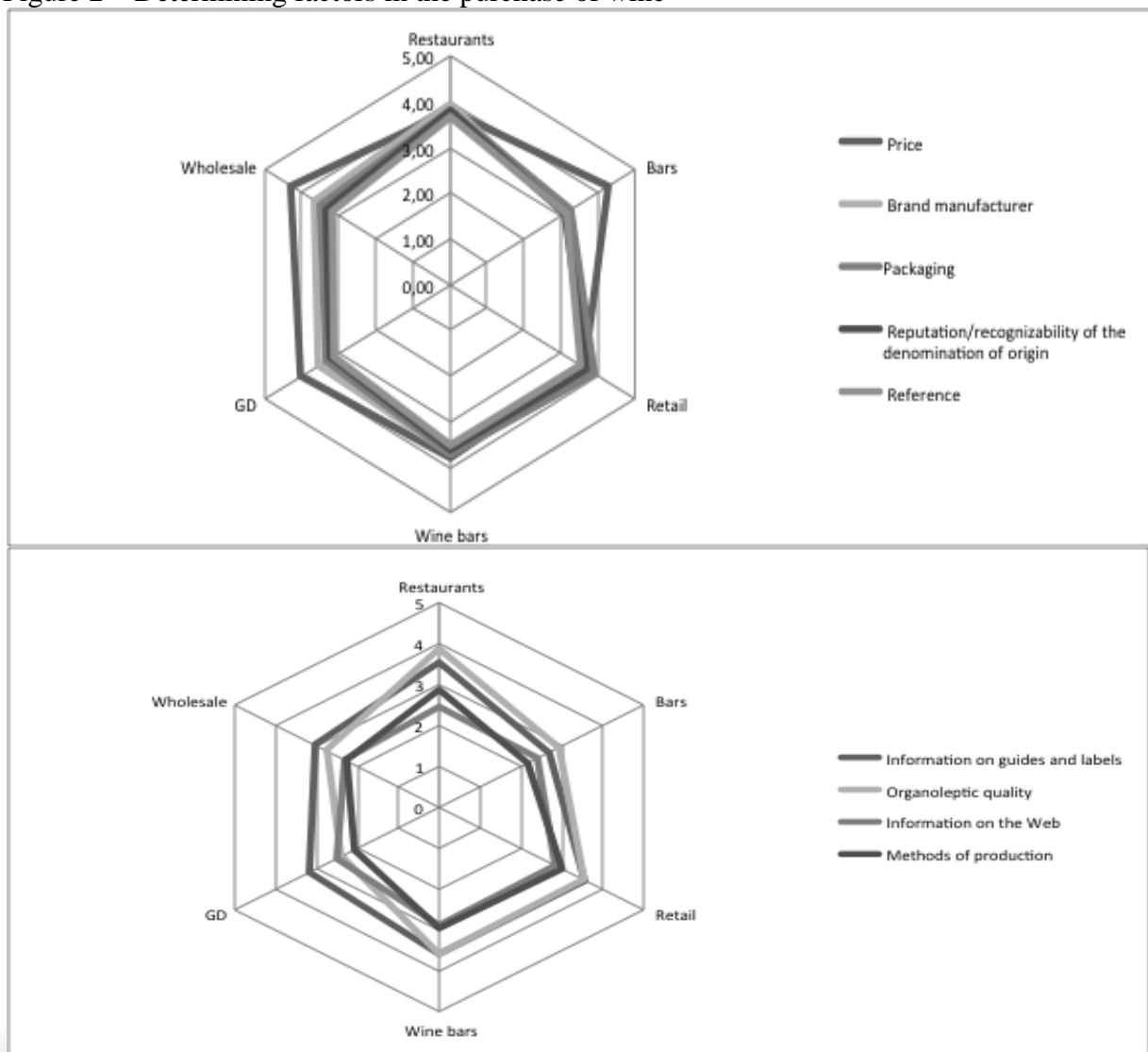
Source: authors' processing

This collection of data shows some trends within the Italian context: on the one hand, attention was focused on some factors such as *price*, *brand of the manufacturer and reputation/recognisability of the denomination of origin*; on the other hand, the internet and *production methods* were not considered crucial. These results have shown to be useful in the implementation of social communication by way of building, transmitting and sharing specific content.

Referring to the spread of Web 2.0 communication, one-third of those interviewed resorted to the use of social networks in the management of customer relationships. The main justification for this use, as indicated in this study, is linked to the visibility that these tools offer in combination with contained costs of their use. In addition, the respondents realized that they could gain a better understanding of intermediaries and consumers with whom they deal by using social media. Conversely, for those who do not use the aforementioned tools, this non-use is due to the fact that they consider it most convenient to resort to personal relationships, which, in their view, allow for a greater involvement of the interlocutor.

Figure 3 – Level of importance of social media
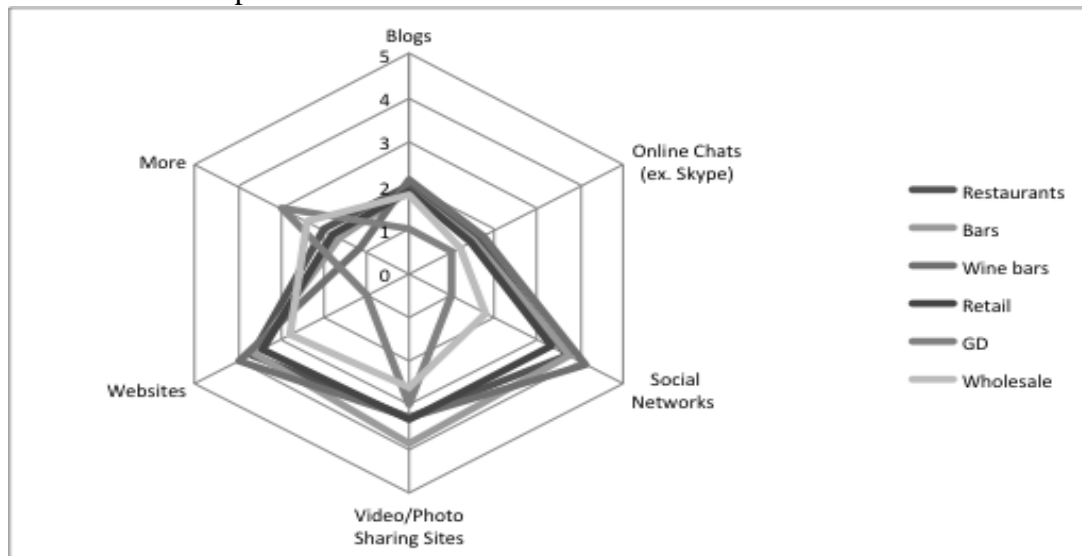
Source: authors' processing

Not all of the resources available were used in the same way by those studied (see Figure 3). The use of social networks and the internet was considered important for the relationship between companies and both *wine bars* (with evaluations equal to 4.14 and 4, respectively) and with caterers (3.70 for both tools). The overall figure for each category of interlocutors highlights the increased importance of social media with relation to *wine bars,* while the GD appears to be less attentive to these tools.

The evaluation by type of the communication medium demonstrates: i) a greater level of importance (although with a mean value of 3.23) attributed to *video/photo sharing sites;* ii) a widespread attention, although not high, toward such a tool (variance=0.42); iii) chats are generally the least-used mediums, evidencing a greater focus on communication forms such as *many-to-many.*

The main justification for the use social media concerns the promotion of initiatives (*events, wine and food tasting,* match wine-typical products, etc). Marginally, the use of social media is related to the exchange of news and views on specific topics or on the dynamics of sales.

Among non-users, only a few consider that customers are willing to use social media. The rest of the respondents maintain that a direct relationship with customers has greater efficacy and that customers appear not to be interested in the aforementioned alternative forms of information exchange.

There is no correlation between buyers' behaviour in using social media tools and their features or operational characteristics.

3.2 A quantitative analysis of the textual content of wine blogs

Taking into consideration the exploratory purpose of this study, represented by the desire to achieve a descriptive analysis and interpretation of *web communication related to wine*, this research has focused on the quantitative analysis of the textual content extracted from the selected blogs. The field analysis proceeds as follows:

- the first five wine blogs were selected,[1] identified by implementing a search on *Google.com* (*blog* section), in the period between 15th November 2012 to 15th January 2013;
- the text mining methodology was implemented, with which texts are processed using statistical methods in order to identify the words that appear most frequently (Bolasco, 1997; Feldman, & Sanger, 2007); the research was carried out using the articles discussing "wine" as the units of context and the "word" as the unit of analysis;
- the data was reworked with Catpac software, permitting the detection of a data set comprised of the 80 most recurring words for each *unit of context*.
- After the normalization process[2] of the dataset above, the only words investigated using *ex post* encoding (Molteni, &Troilo, 2003) were those that, coherent with the objective of the study (with "*wine*" as the main unit of analysis), were indicative of:

- *Elements of context:* terms that refer to intrinsic or extrinsic attributes of wine, such as price, quality, organoleptic characteristics, denomination, grapes, etc (Olson, & Jacoby, 1972; Schamel, & Anderson, 2003);
- *Cognitive elements:* words within the sphere of knowledge, perception, sensory and emotional factors closely related to wine, such as adjectives explaining the quality (Steenkamp, 1990);
- *Experiential/emotional elements:* words that recall *wine* within a holistic/perceptive system, such as *terroir*, specific wine territories, collateral environmental elements (Tragear *et al.*, 1998).

Based on these classifications, the contingency matrix of "category/blog" was created, in which the following were reported:

- the absolute frequencies of each unit of analysis into the individual context units (blog articles),
- the absolute frequency of each category, represented by the sum of words belonging to it.

---

[1] *Jamie Goode's wine blog* (http://www.wineanorak.com/wineblog/, London, UK), *Dr. Vino* (http://www.drvino.com/, California, USA), *Steve Heimoff* (http://www.steveheimoff.com/, California, USA), *Terroirist: A Daily Wine Blog* (http://www.terroirist.com/, Washington, USA), *Bacchus&Beery* (http://wine-blog.bacchusandbeery.com/, Colorado, USA).
[2] Adverbs, conjunctions, and pronouns were eliminated.

The matrix allowed us to view the lexical composition of the texts, any points of similarity, differentiation and specific associations between categories and blogs. The contingency table was then reworked in order to detect points on the row/column (expressed in terms of relative frequency) that could be indicative for each blog, based on the importance of each category with respect to the total of each and the specific blog. This made it possible to graphically represent the associations between the identified categories and the examined blogs by means of a positioning map. The following observations were derived from the joint analysis of the map in Figure 4 and the input data recorded in the matrix.[3]

The map shows that the positioning of the *elements* of context for Blogs 1, 2, 3, and 5 is very similar and, in any case, greater than the other two categories. This results from the presence of some similar elements that, in terms of words, belong to this category, characterizing this group of blogs with the words "taste," "red," "vineyard," "noir," "white," "winemaker," and "bottle" appearing most frequently, followed by a widespread reference to wines rather than a denomination or specific brand, with the appearance of words such as "Pinot," "Sauvignon," and "Cabernet." Blog 4, however, had a higher ranking depending on the presence and common elements of words such as "quality," "grape," "nose," "tannin," and "tone" that reinforce the references to intrinsic characteristics of *wine* as a product, and on references to specific factors, with words such as "Cabernet," "Champagne," "Chardonnay," "Oak," "Sauvignon," "Pinot" and "Cherry." This point was confirmed by the name of Blog 4 – *Terroirist: A Daily Wine Blog* – which, from a lexical point of view, indicates an intention to endorse the relationship between *terroir* and *wine*.

Figure 4 – Positioning of categories/blogs
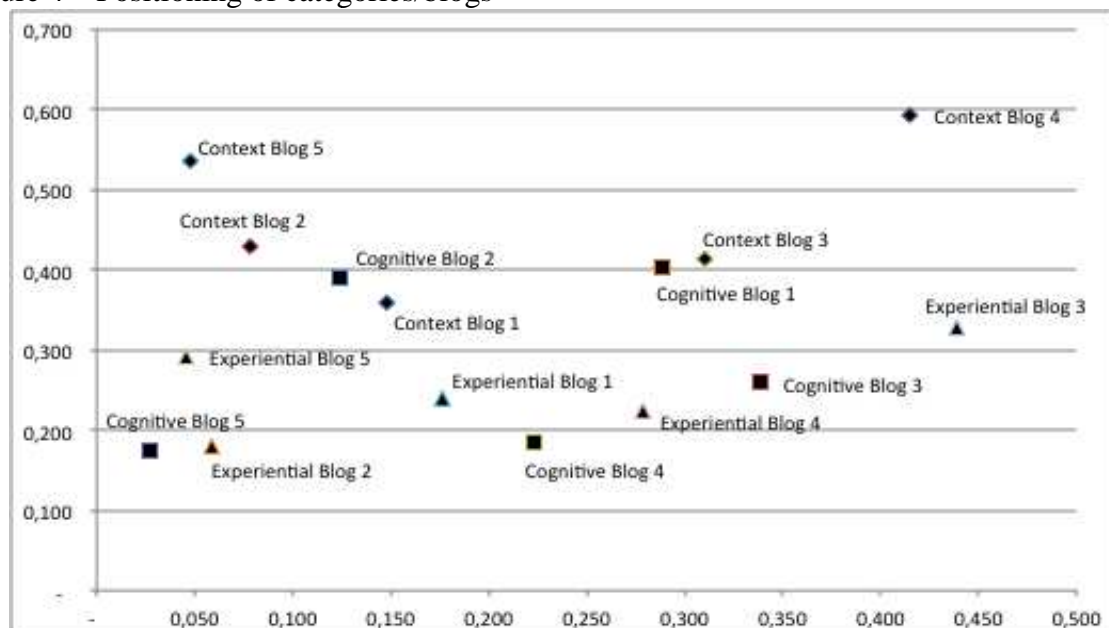
Source: authors' processing
Note: Blog 1/*Jamie Goode's wine blog* (London, UK), Blog 2/*Dr. Vino* (California, USA), Blog 3/*Steve Heimoff* (California, USA), Blog 4/*Terroirist: A Daily Wine Blog* (Washington, USA), Blog 5/*Bacchus & Beery* (Colorado, USA)

With regard to cognitive elements, it is possible to note a contrast between Blogs 1 and 2 compared to Blogs 4 and 5 and an intermediate positioning of Blog 3. In fact, although there

---

[3] Because of exposit requirements, the matrix of contingency is not reported.

is a substantial homogeneity with all blogs resulting from the use of adjectives such as "good," "great," and "better," indicative of the perception of the quality of the product, and words such as "fruity" and "drinking," which indicate reminiscent sensory elements associated with the pleasure of tasting. For Blogs 1, 2 and 3, in terms of incidence, the link between the frequency of words associated with a particular category and the total number of words found in the text was shown to be relevant.

With reference to experiential elements, the positioning of the blog was similar to the type of words utilized. Terms such as "people," "word," "country/*terroir*" were common and frequent, except in Blog 3, which had a greater territorial contextualization through the use of words such as "Valley," "California," "Napa" and "Sonoma."

Indeed, it is significant to remember that these outcomes derived from the analysis of texts from the five most indexed blogs, which are characterized by a USA-centred orientation and are specialized in such areas of production.

Observations taken via the analysis of the data collected, though not exhaustive of the phenomenon, are considered interesting in showing the peculiar trends in the *social* communication of wine. It is, in fact, possible to identify four components of this kind of communication:

- *specific characteristics*, in which variables are represented by intrinsic factors of the product ("red," "white," "nose," "tannin," "Oak," "vineyard," etc), linked to specific geographic areas ("Australia," "USA"). This is indicative of the fact that in the aforementioned areas, these attributes are used with greater frequency as vehicles for communication regarding wine;
- *extrinsic attributes*, which consist of variables that detect the three dimensions of *wine*:
  - ✓ commercial ("bottle," "price," "tasting," "vineyard"),
  - ✓ sensory (quality adjectives as "great," "good," and "old"),
  - ✓ emotional, with references to the pleasure of drinking ("drinking"), to wine tourism territories ("Napa Valley," "Sonoma Valley," "California") and experiential elements ("country/*terroir*," "people," "world");
- *country image*, which involve words that recall territories and adjectives representative of their features (*vintage,* reminiscent of the aging processes of French wines and English spirits and *natural,* beckoning the natural landscape of New Zealand);
- *landscape elements*, which concern terms corresponding to specific geographical features ("river," "road") that, while present in the online conversation, do not characterize it.

3.3 Social Network Communication – Facebook pages

The conciseness and immediacy that characterize communication in *social networks* (Bernoff and Li, 2008; Pehlivan and Weinberg, 2011) require a methodology of study specific to content analysis. Within the present research, the attention has been focused on one of the most popular tools for socializing online, *Facebook,* with the aim of identifying the main *topics* adopted to generate *engagement* through the examination of the pages of the wineries previously selected, as well as observing the replies (*comments*) of the fans.

In particular, the first 5 Facebook winery pages were selected[4], identified by implementing a search on *Google.com* (*All the Web* section) with help from the key words "winery Facebook" and "Facebook winery" (applying the criteria of relevance). The analysis of the content (posts and comments on Facebook pages during the period between 15th November 2012 and 15th January 2013) was carried out by adopting the text mining methodology (Bolasco, 2005).

Using the logic of *text mining*, the study proceeded with the observation of *posts* (context units) published by each *winery* (in the timeframe specified above), considering the word as the unit of analysis. The analysed texts were revised with Catpac software, resulting in a dataset of the 25 most used words; this list, as a result of the normalization process,[5] represented the starting point of a process of analysis aimed at finding out what messages were sent through those words.

The in-depth analysis of the *posts* of each Facebook page was considered, and the comparison of posts allowed the verification of a substantial similarity between the most common terms within *Facebook communication*. Below is the list of recorded content, in descending order based on the observed frequencies (cfr. Figure 5):

- "*wine*";
- *winery name*, evocative of the *brand image*;
- *product*, used in combination with the name of the grape variety, identifies a specific company product (for example "Cabernet Sauvignon," "Pinot Noir," etc) or it indicates organoleptic characteristics ("flavour," "quality," etc);
- *land*, mentioned with reference to both the location where the *winery* is located and in relation to the territory in a holistic acceptation (for example "Napa Valley," "South Australia," "Vancouver," "Sonoma Valley," etc);
- *event*, identification of "tasting" organized in cellars (also called "supper party") and/or scheduled events in the territory, in both cases, the key words included "local," "food" and "sustainability";
- *award*, i.e. achievements, awards and accolades gained from the *winery* and shared with fans;
- *suggestion*, particularly "homemade recipe," "match" between food and wine and "gift" involving the company's products, whereby one creates an additional reason for the sharing and appreciation of the products;
- *curiosity*, relevant to the world of wine ("combibloc," "wine consumer profile"), useful for the involvement of the *wine interested*;
- *opinion*, necessary to acquire the opinions of the fans on the company's products or on general topics ("trivia");
- *winery life*, meaning the specific references to the experience of ownership/management of the *winery* ("birthday," "anniversary"), employed to reduce the relational distance with the final consumer.

---

[4] *1. Ram's Gate Winery & Estate Vineyards* (Sonoma, California) https://www.facebook.com/ramsgatewinery; *2. V. Sattui Winery and Vineyards* (Napa Valley, California) https://www.facebook.com/vsattui1885; 3. *Vancouver Urban Winery* (Vancouver, Canada) https://www.facebook.com/vancouverurbanwinery; 4. *Bird in Hand* (Woodside, South Australia) https://www.facebook.com/birdinhandwinery; 5. *Robertson Winery* (Robertson Valley, South Africa) https://www.facebook.com/Robertson.Winery.

[5] Cfr. footnote 2.

Figure 5 – Cloud of Facebook words

Source: authors' processing

Such involvement activity, implemented by those responsible for the social communication of the *winery,* had a response from Facebook users as far as they wrote comment replies to message *postings*, and indeed, spontaneously decided to share winery posts or their personal experiences within the social network.

The main *topics*, in the cases observed, are essentially attributable to thanks and approval, with reference to:
- *wine* ("favourite"), tasted by users for the first time or to demonstrate their loyalty, especially during special occasions ("tasting," "brand loyalty," "celebration");
- events organized or suggested by the winery;
- *winery life&award*;
- *information&suggestion*, requested by the user on "wine," "match," "winery event" and "local event."

From the examination of Facebook pages of the *winery* observed, a common thread in the communication strategy adopted within *social networks* was revealed, ascribable to the following factors: *experience sharing, conversation* and *community*. In fact, the sharing of experiences, both on the part of the winery and the users with a *user opinion-oriented* view, was able to generate a conversation that, if animated and well-managed by those responsible for the social communication, created and reinforced the consent, and hence the loyalty (Aaker, 1997), of the company as a whole.

The benefit of the social network is, in fact, attributable to the opportunity to communicate, through the sharing of specific *topics,* the contents of a product/brand (origins, history and experience of the entrepreneur and values). Precisely, the involvement and sense of belonging to the *community* corroborate the loyalty of users toward the *brand*, allowing the company to direct their purchase behaviour, making the use of essential information for the

implementation of strategies, of communication or marketing in general, beneficial for its competitiveness.

4. Conclusions

The success of the *social media* has imposed a rethinking of traditional marketing strategies in the wine sector.

In particular, as shown by the conducted study, companies appear to be increasingly oriented to consider these channels as a way to reduce the relational distance with the client and, through the sharing of content and the object of the communication, render the client a participant in the creation of generated value.

The conducted analysis, aimed at supporting the implementation of the social component of a sCRM application, has allowed us to observe the characteristics of the communication conveyed by the *best practices* (*wine blogs* and *Facebook* pages) identified, in order to establish guidelines for the effective use of *social media.*

The first *step* of research has shown a limited recourse of these formulas by the agents that, in two out of three cases, claimed that they are not useful in the promo-commercialization of the product. In general, the use of social media appears to be particularly important in dealing with *wine bars* and restaurants that, overall, account for almost half of the product intermediated by the interviewees.

The observation of the content transmitted through *wine blogs* allowed us to identify four macro-themes – *recognition of the intrinsic elements of the product, appreciation of extrinsic country images, landscape elements* – around which the current communication about wine revolves. This observation was also confirmed by the study of the Facebook communication of the selected winery, which revealed that topics used to promote the involvement of fans are essentially the same as discussed in wine blogs. Communication within social networks aims, through experience sharing, to stimulate conversation and give life to a community around the company brand with positive returns on the brand image.

Analysing these issues with a view of *glocal marketing* (Bauman, 2005), it is possible to make interesting management observations.

Therefore, as claimed, wine is a product with a high cognitive content, capable of stimulating emotional and experiential situations that can be effectively communicated and shared through the aforementioned tools. The *topics* identified during the analysis of *best practices* of the *web communication related to wine*, in fact, allow the opportunity to share knowledge relating to the tangible and intangible heritage that animates such productions, consenting to create and exploit a specific identity.

 Additionally, we observed the possibility of pursuing a specific preservation of traditional local productions and, in this way, promoting awareness on the issues of protection of territories and the consequent diffusion of sustainable agricultural practices. Finally, it is important to consider that these practices produce an improvement in the companies, the related products, and the entire territory.

This empirical analysis has hence highlighted the usefulness of the observed communication channels, particularly in sectors such as the *wine sector* whose product has a high cognitive value that can be perceived in all its complexity thanks to social media and the characteristics they show. Because of their specificity, important management information may be obtained from these channels, directly or through the application of *sCRM*, in order to implement more effective strategic planning.

References

Aaker, D.A. (1991), *Managing Brand Equity: Capitalizing on the Value of a Brand Name*, New York: The Free Press.

Aaker, D.A. (1997), *Brand equity*, Milano: Franco Angeli.

Barrutia, J. M., Charterina, J., & Gilsanz, A. (2009), E-service quality: an internal, multichannel and pure service perspective, *Service Industrial Journal,* 29 (12), 1707-1721.

Bauman, Z. (2005), *Globalizzazione e glocalizzazione*, Roma: Armando Editore.

Berthon, P., Pitt, L., McCarthy, I., & Kates, S. (2007), When customers get clever: managerial approaches to dealing with creative consumers, *Business Horizons*, 50(1), 39-47.

Biloslvao, R., & Trnavcevic, A. (2009), Web sites as tool of communication of a "green" company, *Management Decisions*, 47(7), 1158-1173.

Bolasco, S. (2005), Statistica testuale e *text mining*: alcuni paradigmi applicativi, *Quaderni di Statistica*, 7, 17-53.

Bolasco, S. (1997), L'analisi informatica dei testi, in Ricolfi, L. (a cura di), *La ricerca qualitativa*, Roma: NIS.

Borghesi, A. (2001), I processi di SCM, PDM, CRM: la nuova alleanza e la loro centralità nella funzione di marketing, *Sinergie*, 56, 3-36.

Chen, Y. L., & Chiu, H. C. (2009), The effects of relational bonds on online customer satisfaction, *Service Industries Journal,* 29(11), 1581-1595.

Chiarvesio, M., & Di Maria, E. (2008), *Che cos'è il web marketing*, Roma: Carocci.

Constantinides, E., & Fountain, S.J. (2008), Web 2.0. Conceptual Foundations and marketing issues, *Journal of Direct, data and Digital Marketing Practice*, 9(3), 231-244.

Crotts, J. C., Mason, P. R., & Davis, B. (2009), Measuring guest satisfaction and competitive position in the hospitality and tourism industry: an application of stance-shift analysis to travel blog narratives, *Journal of Travel Research,* 48(2), 139-151.

Fabris, G. P. (2008), *Societing. Il Marketing nella società postmoderna.* Milano: Egea.

Feldman, R., & Sanger, J. (2007), *The Text Mining Handbook. Advanced Approaches in Analyzing Unstructured Data*, New York: Cambridge University Press.

Goodman, S., Lockshin, L., & Cohen, E. (2005, July), Best-worst scaling: a simple method to determine drinks and wine style preferences, Paper presented at International Wine Marketing Symposium, Sonoma, California.

Graffigna, G., Ravaglia, V., & Brivio, E. (2012), Mobile Marketing: stato dell'arte e applicazioni pratiche, *Micro e Macro Marketing*, 2, Bologna: Il Mulino.

Kaplan, A., & Haenlein M. (2010), Users of the world, unite! The challenges and opportunities of social media, *Business Horizons*, 53 (1), 59-68.

Keller, K.L. (1998), *Strategic Brand Management: Building, Measuring and Managing Brand Equity*, New Jersey: Prentice Hall.

Kietzmann, J. H., Hermkens, K., McCarthy, I. P., & Silvestre Bruno, S. (2011), Social media? Get serious! Understanding the functional building blocks of social media, *Business Horizons*, 54, 241-251.

Kuo, R. Z., & Lee, G. G. (2009), KMS adoption: the effects of information quality, *Management Decisions*, 47(10), 1633-1651.

Li, C., & Bernoff, J. (2008), *Groundswell: Winning in a world transformed by social technologies*, Boston: Harvard Business Press.

Lim S., Zegarra Saldana, A., & Zegarra Saldana, P. E. (2011), Do market oriented firms adopt Web 2.0 technologies? An empirical study in hospitality firms, *International Entrepreneurship and Management Journal,* 7, 465-477.

Lockshin, L., & Halstead, L. (2005, July), A comparison of Australian and Canadian wine buyers using discrete choice analysis, Paper presented at International Wine Marketing Symposium, Sonoma, California.

Luque-Martinez, T., Castaneda-Garcia, J. A., Frias-Jamilena, D. M., Munoz-Leiva, F., & Rodriguez-Molina, M. A. (2007), Determinants of the use of the internet as a tourist information source, *Service Industries Journal*, 27(7), 881-891.

Mandelli, A. (2012), Branding and control in markets as mediated conversations, *Sinergie*, 89, 147-165.

Mardegan, P., Riva, G., & Petitti M. (2012), *Mobile marketing: la pubblicità in tasca*, Bologna: Lupetti Editore.

Mattiacci, A., Ceccotti, F., & De Martino, V., (2006, January), *Il vino come prodotto cognitivo: indagine esplorativa sui comportamenti giovanili*, Paper presented at Le tendenze del Marketing, Venezia, Italy.

Mitchell, V.W., & Greatorex, M., (1988), Consumer risk perception in the UK wine market, *European Journal of Marketing*, 22(9), 5-15.

Molteni, L. (1993), *L'analisi multivariata nelle ricerche di marketing*, Milano: Egea.

Molteni, L., & Troilo, G. (2003), *Ricerche di marketing*, Milano: McGraw-Hill.

O'Reilly, T. (2005), *What is Web 2.0. Design Patterns and Business Models for the Next Generation of Software,* Retrieved from http://oreilly.com/web2/archive/what-is-web-20.html.

Olson, J. C., & Jacoby, J. (1972), Cue Utilization in the Quality Perception Process, in Venkatesan M. (Eds.) *Proceedings of the Third Annual Conference of the Association for Consumer Research* (pp. 167-179), Chicago: Association for Consumer Research.

Payne, A. F., Storbacka, K., & Frow, P. (2008), Managing the co-creation of value, *Journal of the Academy of Marketing Science*, 36(1), 83-96.

Riva, G. (2010), *I social network*, Bologna: Il Mulino.

Scatena S., & Mardegan P. (2012), Mobile Marketing: stato dell'arte e applicazioni pratiche, *Micro e Macro Marketing*, 2, 219-236.

Schamel G., & Anderson K. (2003), Wine Quality and varietal, regional and winery reputations: hedonic prices for Australia and New Zealand, *The Economic Record*, 79 (246), 357-369.

Steenkamp, J.-B. E. M. (1990), Conceptual model of the quality perception process, *Journal of Business Research*, 21, 309-333.

Tregear, A., Kuznesof, S., & Moxey, A. (1998) Policy initiatives for regional foods: some insights from consumer research, *Food Policy*, 23(5), 383-394.

Vernuccio, M., Ceccotti, F., & Pastore, A. (2012), L'innovazione nella comunicazione integrata di marketing secondo gli attori del network. Una lettura con le mappe cognitive, *Sinergie*, 88, 93-113.

Weinberg, B., & Pehliva, E. (2011), Social spending: Managing the social media mix, *Business Horizons*, 54, 275-282.