

(INDUSTRY) COLLABORATION

A short cut to success in building a world class wine region (or anything else)!

BACKGROUND

- I love regional brand building and working with trade associations
- Traveling the world meeting vintners, grape growers and their association staff and helping them achieve their visions
- Retreat moderation, one-on-one meetings or larger association gatherings
- Lots of successes and some on-going efforts too



WHAT'S AHEAD

- A brief look at Ontario's brand from my POV
- Case studies - A view from beyond Ontario
- Challenges in Ontario
- Opportunities in Ontario
- A report "of sorts" from the International Wine Festival
- What's next...

ONTARIO



ONTARIO'S BRAND

- Business Center
- Lively food and entertainment scene
- Modern Cityscape
- LCBO
- Lakeside city (Chicago but so much better)
- Wine (Ice)



CASE STUDIES

- Sonoma, California
- Paso Robles, California
- Oregon State
- California (and how it relates to Napa Valley)



SONOMA COUNTY 2004

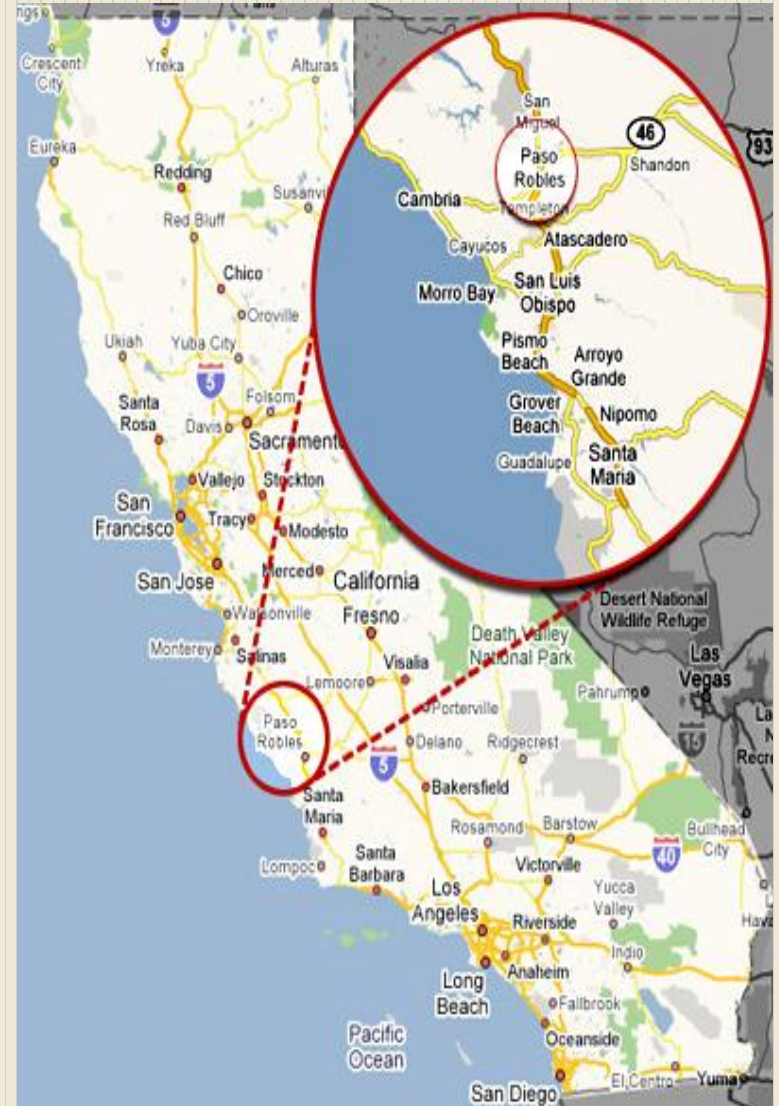
- Limited Resources
- Fractured industry
- Large geographic area
- Varietally unfocused
- Living the in the shadow of Napa
- Strong – active sub-AVA's
- Vintners, growers and tourism separate (And often competition without communication)

SONOMA COUNTY TODAY!

- One brand/logo for the region
- Tourism, Growers and Vintners share ONE office
 - more funding for marketing instead infrastructure
- Seamless communication between tourism, wine and wine grape industries
- Sommelier program (top 100 somms in the USA)
- Consumer research so industry can adapt more quickly to changing market trends/opportunities
- Sales up, tourism up and grape prices increasing

PASO ROBLES, CALIFORNIA 2003

- Where is it?
- Limited consumer/customer base nearby
- No varietal star (Rhone?)
- Splintered vintner/grower group
- Living in the shadow of Monterey and even Lodi
- Dying downtown
- Stagnant restaurant scene
- 4 Directors in 4 years



PASO ROBLES TODAY!

- Fastest growing wine region in the USA
- Established reputation for Rhone varietals plus so much more
- Eclipsed other regions on California's Central Coast (Santa Barbara and Monterey)
- Vibrant downtown dining scene (20+ restaurants downtown)
- Farm-to-table focus in what was previously "Cow country"
- Focused promotional effort that collaborates with the Paso Robles tourism commission



THE STATE OF OREGON 2011

- Association competition
- Government confusion
- Loss of “ownership” of Pinot share of mind
- Non-Willamette Valley Appellation frustration and jealousy
- Industry infighting rampant – turning off everyone!
- Executive Director implosion
- No in-state tastings since 1998
- No strategic plan as an industry in decades!



THE STATE OF OREGON – 2013

- A work in progress but headed in the right direction
- A solid Executive Director in place with industry experience
- Communication abounds between regional associations, state association, government and education
- Marketing back in place at home! Pushing back non-Oregon wines
- Large wineries (4), small wineries (500) and growers (900) meet publicly and privately to keep moving forward
- Industry leaders and larger wineries are leading the effort to communicate respectfully even when disagreement arises

CALIFORNIA 2003

- No domestic promotional program in the USA
- Stronger AVA's leading the way – Lesser known AVA's getting lost
- Market Share lost to “trendier” appellations outside of California
- Limited communication between regions and the statewide organization
- Confused consumers and Government officials

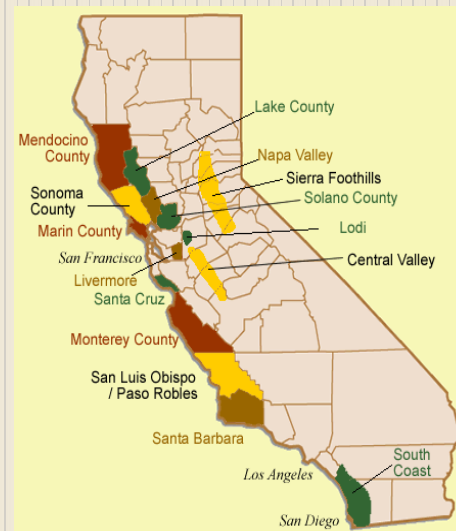


CALIFORNIA TODAY

- Domestic marketing programs in September (California Wine Month) and in April (Down to Earth Month focused on Sustainability)
- Regional communication – annual meetings
- Market share coming back in key areas (SF, LA)
- California Sustainable Winegrowing Alliances comes of age
- California First Campaign in full swing
- Shared Public Policy Agendas (Napa, Sonoma, CA)

CALIFORNIA AND NAPA VALLEY – A CASE STUDY WITHIN A CASE STUDY

- Same budgets (90%/ 10%)
- Government confusion by various lobbyists
- Lack of communication at home and abroad
- US vs. THEM
- Growers vs. Wineries



NAPA AND CALIFORNIA NOW...

- Executive Directors talking
- Staff meeting
- Mutual respect if not agreement
- Vintners and Growers often disagree but they are working behind the scenes to come to a consensus if possible
- Shared PR agencies in NYC, London and Tokyo

CHALLENGES IN ONTARIO!

- Multiple Associations (GGO, Wine Council of Ontario, WGAO, CVA and more)
- ICB and VQA
- Large and Small
- Government confusion?
- Growers and Wineries
- Rapid Growth in Wineries
- Need more market share in Ontario and elsewhere
- Consumer confusion/turn off
- Government confusion about who's leading
- Competitors taking your customers!



OPPORTUNITIES HERE!!

- Stunning wine country
- Large consumer base and a cooperative LCBO
- “Hometown” Pride (Ontario and Canada wide)
- Mutual desire to grow the business (Vintners and Growers of all sizes)
- Talented folks with experience outside of the region
- Leaders recognized around the world for visionary winemaking

A VIEW FROM VANCOUVER

- I told folks that I was going to NOTL to speak with a collective group of wine grape growers, vintners, government and association leaders and here's what they said.....



WHAT'S NEXT...

Clearly there's work to do here.....

WHAT IT'S NOT ABOUT....

- Having the biggest promotional budgets
- Having the best wine or the most 90pt scores
- Hanging your hat on on one thing/ varietal
- Having 100% consensus on everything even anything

MY SUGGESTIONS...

- Convene a summit to meet off the record, with a tough moderator and invite key leaders from the associations to sit down and make a grand plan for the future of the Ontario Wine industry....
- Find some areas of agreement
- Agree to disagree on other things
- Agree to respect each other
- Pledge to communicate
- Get started!

NOW IS THE TIME TO MAKE IT HAPPEN!!!

