

FISCAL 2020

Advocacy, Communications and Marketing Operational Plan



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WINES OF
BRITISH COLUMBIA

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The purpose of this document is to detail the Fiscal 2020 BC Wine Institute (BCWI) Advocacy, Communications and Marketing Operational Plan to deliver on the vision, mission, core values, visionary goals and strategic business objectives.

An environmental scan and organizational assessment, including development of the Wine BC 2030 Long-Term Strategic Plan, provide background to assess the challenges and opportunities the BCWI is likely to face over the coming year, and set the context for the choices reflected in this plan, which articulates the guiding principles of the organization against which all programming is to be assessed.



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EXECUTIVE SUMMARY

Our Vision

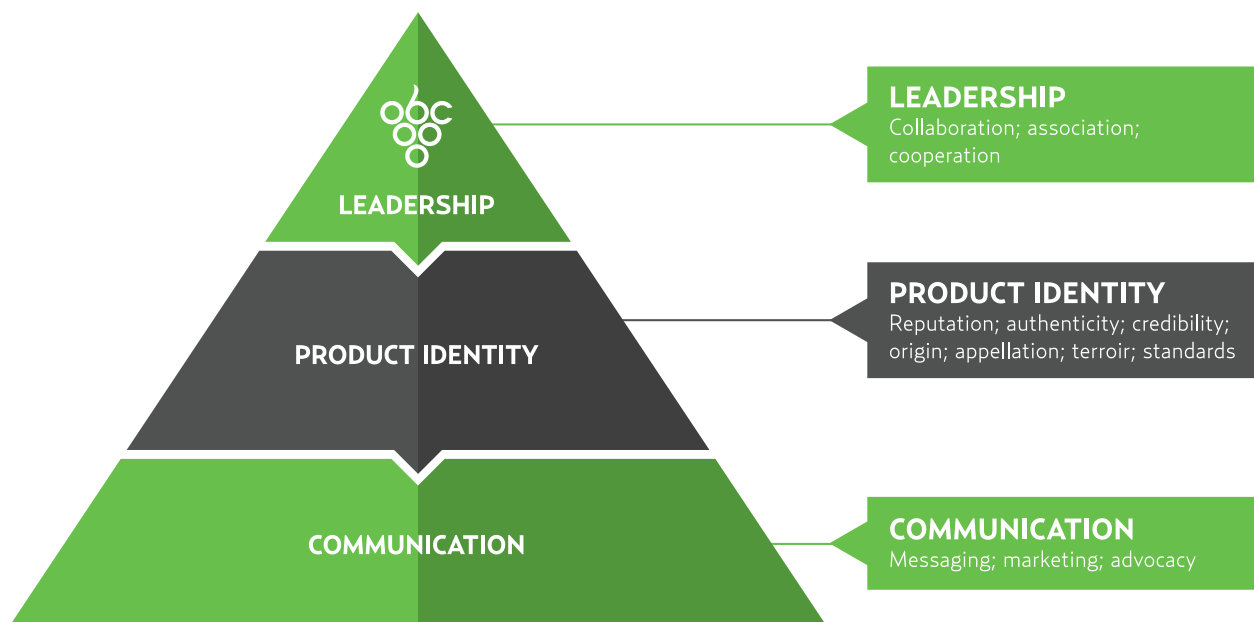
"British Columbia is recognized as one of the world's premium wine regions."

Our Mission

As the peak organization for the BC wine industry, our mission is to represent the interests of British Columbia wineries dedicated to producing 100% British Columbia grape wines certified by the regulatory body for wine in British Columbia, through marketing, communications and advocacy of their products to all stakeholders.

Our Core Values

Quality, leadership, dedication and passion are reflected in all the work we do.



VISIONARY GOALS

Our visionary goals are a broader expression of how we will achieve our vision and mission.

1. All 100% British Columbia grape wineries are knowledgeable about the role and responsibilities of the BC Wine Institute in working on behalf of the BC wine industry and contributing to the success of their businesses.
2. BC Wine Institute maintains a clear, transparent process for responding to matters that have the potential to impact the BC Wine Institute and the BC wine industry.
3. BC Wine Institute supports and grows BC VQA Wine as the premium BC wine standard and ensures that certified 100% BC grape wine is the preferred wine choice of consumers.
4. BC Wine Institute ensures a premium market for all BC grape supply with benchmarks for global recognition.



FOCUS AREAS

Where we stand: our position on priority issues.

The BC Wine Institute continues to listen to and be shaped by members' views on priority issues and how we should respond to them. This summary of focus areas and the BC Wine Institute's position on them gives staff direction to develop and deliver targeted strategies and tactics in reaching our goals and objectives and to move forward as an industry leader in delivering our vision.

Focus Areas
As the unified BC Wine Industry Representation and Voice: Through collaboration amongst industry stakeholders, groups and organizations, the BC Wine Institute is the peak BC wine industry contact, source and voice in providing direction, coordination and alignment of industry and government resources and efforts including research, analysis, policy recommendations and advocacy.
Advocate for and Continue to Support: Policies and programs critical to the success of the BC wine industry.
Industry Communication: The BC Wine Institute will ensure members and stakeholders are communicated with and have access to relevant and current industry information and resources and are knowledgeable about the purpose of the BC Wine Institute and the role and responsibilities of the Board of Directors and President & CEO in working on behalf of the BC wine industry.
BC Wine Authority (BCWA): The BC Wine Institute advocates for necessary updates and/or changes to provincial wine regulation to support a model that protects the BC VQA Wine standard within a registration, regulatory and audit system that covers all wineries in British Columbia.
Brand Marketing Effectiveness: Our brand is <i>Wines of British Columbia</i> . Our brand will be communicated through all our programs and communications.
Maximizing the Return-on-Investment of our Program Strategies and Tactics: The BC Wine Institute will establish and monitor measurable objectives for our programs to ensure they are effective and efficient in achieving our visionary goals.
Market Development: The BC Wine Institute will identify and prioritize key domestic and international markets based on a measurable return-on-investment to industry and to ensure a premium market for current production and future growth.
BC VQA Wine Stores: The BC Wine Institute will continue to ensure our sales channel is maximized to the benefit of the BC wine industry.
Wine and Food Tourism Marketing: The BC Wine Institute recognizes that destination wine and food tourism is critical to the success of BC wineries. The BC Wine Institute will take a leadership role in ensuring the <i>Wines of British Columbia</i> play an integral role and that the BC Wine Institute is the key contact of trade and media for provincial marketing and tourism initiatives.
Our Home Market: The BC Wine Institute will ensure that our marketing efforts are strategically aligned and mutually supportive in all sales channels within British Columbia.

FISCAL 2020 BUSINESS OBJECTIVES: ACHIEVING THE GOALS

These objectives are linked to and flow from the vision, mission, core values and visionary goals from which the Fiscal 2020 Advocacy, Communications and Marketing Operational Plan was developed.

Membership and Industry Communications Objectives

- An outreach and communications strategy for non-member grape wineries will be continued.
- An annual stakeholder communications plan will be developed and implemented.
- A BC wine industry 10-year strategic plan will be implemented in-line with the established timeline.

Marketing Objectives

- BC VQA Wine market share will increase by more than overall wine category in British Columbia.
- Minimum weighted average wholesale price per BC VQA Wine bottle sold in British Columbia will be \$13.50.
- BC VQA Wine sales in targeted provincial markets will increase by 10%.

Tourism Objectives

- Destination BC co-funding will be secured for continuation of the BC Wine & Food Tourism Strategy 2016 – 2019.
- Aggregate online engagement, including website visitation, social media and app downloads, will increase by 20%.
- BC winery sales in British Columbia will increase by 5%.

Media Objectives

- Annual media communications plan will support business objectives with a 10:1 return on unpaid media coverage.
- International media will account for 40% of unpaid media coverage in advertising equivalency.
- International and domestic media coverage will increase by 20% in advertising equivalency over Fiscal 2019.

International Markets Objective

- BC Wine Institute-initiated international market exposure opportunities for members will increase by 15%.

Advocacy Objectives

- British Columbia and federal governments will maintain current supported programs.
- Industry supported recommendations for updating related government policy will be implemented.
- BC wine industry's 60 licences, including individual winery off-site tasting rooms and retail stores, will be protected.
- Interprovincial wine barriers, with focus on Alberta, Ontario and Quebec, will be removed.

Financial Objectives

- Sustainable funding model with 5% annual gross revenue growth will deliver the vision of the BC Wine Institute, and approved budget guidelines and Board policy will be followed.
- Additional sources of partnership, direct or in-kind funding that represent at least 10% of the BC Wine Institute's annual marketing budget, will be identified and secured.



STRATEGY 1

MEMBERSHIP AND INDUSTRY COMMUNICATIONS

Objectives

1. An outreach and communications strategy for non-member grape wineries will be continued.
2. An annual stakeholder communications plan will be developed and implemented.
3. A BC wine industry 10-year strategic plan will be implemented in-line with the established timeline.

1.1 MEMBERSHIP			
1.1.1			
STRATEGIES	TARGET AUDIENCE	TACTICS	EVALUATION
<p>Continue to monitor and identify wineries that should be members of the BCWI.</p> <p>Educate wineries on the benefits of joining the BCWI and address primary objections.</p> <p>Create an automated process to ensure all non-member grape wineries are aware of the mandate of and benefits of membership with the BCWI.</p>	<p>Non-member grape wineries</p>	<ol style="list-style-type: none">1. Promote BCWI benefits to non-member grape wineries and conduct follow up calls and meetings to address questions and concerns to determine how we can bring them on board.2. Engage BCWI member promoters to provide testimonials and assist in new member recruitment.3. Continue to educate the industry on fundamental practices and benefits of the certified 100% BC grape wine standards and the process of certification.4. Explore the opportunity to sell all certified 100% BC grape wine through BC VQA Wine Stores.5. Implement a streamlined process for new BCWI member wineries to ensure familiarity with all processes and opportunities.	<p>Development of BC wine industry collateral.</p> <p>Engagement of members to act as BCWI ambassadors in recruitment.</p> <p>Increase in number of members over previous year.</p>

1.2 INDUSTRY COMMUNICATIONS

1.2.1

STRATEGIES	TARGET AUDIENCES	TACTICS	EVALUATION
<p>Create a strategic communications and content plan for each stakeholder group.</p> <p>Develop and implement an industry engagement strategy.</p> <p>Develop and populate a member only platform on WineBC.com as a resource portal.</p>	<p>BCWI member wineries</p> <p>Non-member grape wineries</p> <p>Grapegrowers</p>	<ol style="list-style-type: none"> 1. Review and streamline communications to member wineries ensuring that important issues, achievements and opportunities are not missed. 2. Implement findings of winery research into member communications strategy including a detailed content calendar of timely, sought-after data and information. 3. Create relevant events and conferences to educate industry on key issues and topics affecting their businesses. 4. Test various content to identify what is of most interest to member wineries. 5. Using the customer relations management (CRM) system, offer customized opt-in communications for stakeholders driving use of the member portal. 6. Working with other industry associations, ensure that stakeholders are aware of the primary issues that are being worked on within the industry and educate further who is responsible for what. 	<p>Measure industry engagement and response to identified strategies and tactics.</p> <p>Measure digital and social media following and engagement by industry and stakeholders.</p> <p>Measure progress month over month and year over year.</p>

1.3 WINE BC 2030

1.3.1

STRATEGIES	TARGET AUDIENCES	TACTICS	EVALUATION
<p>Begin implementation of Wine BC 2030, the BC wine industry long-term strategic plan.</p> <p>Ensure stakeholder awareness of and engagement with the plan.</p>	<p>BCWI member wineries</p> <p>Non-member grape wineries</p> <p>Grapegrowers</p> <p>Government</p> <p>Trade</p>	<ol style="list-style-type: none"> 1. Socialize the plan to generate stakeholder buy-in. 2. Engage relevant industry stakeholders to gain buy-in on specific actions. 3. Begin the year one implementation of the Wine BC 2030 plan. 	<p>Engagement and inclusion of stakeholders in Wine BC 2030 development and implementation.</p>

STRATEGY 2

MARKETING

Objectives

1. BC VQA Wine market share will increase by more than overall wine category in British Columbia.
2. Minimum weighted average wholesale price per BC VQA Wine bottle sold in British Columbia will be \$13.50.
3. BC VQA Wine sales in targeted provincial markets will increase by 10%.

2.1 BRITISH COLUMBIA			
2.1.1			
STRATEGY	TARGET AUDIENCES	TACTICS	EVALUATION
Deliver a strong channel-specific campaign with premium product messaging and strategic key performance indicators (KPIs) aligning with the communications and content strategy.	Channels: <ul style="list-style-type: none">• Hospitality (restaurants)• Retail• Wineries Consumers	<ol style="list-style-type: none">1. Align with Wine and Food Tourism (WFT) campaign messaging.2. Identify, source and apply for funding from government partners.3. Using data-driven insights, identify, recruit and motivate key partners in each channel to maximize exposure of campaign messages.4. Leverage media and social influencers to amplify campaign messages.5. Involve and elevate profiles of member wineries by providing campaign materials to enhance their own marketing efforts.	<p>Market share of BC VQA Wine before, during and after campaign.</p> <p>Market share of BC VQA Wine comparison over same period in Fiscal 2019.</p> <p>Participation of number of channel partners exceeds Fiscal 2019 campaign by 10%.</p> <p>Adoption by wineries of campaign messaging and materials.</p>

2.1.2

STRATEGY	TARGET AUDIENCES	TACTICS	EVALUATION
Develop the skills of industry staff to deliver the story of certified 100% BC grape wine through a strengthened <i>Wines of British Columbia</i> Ambassador Program.	BCWI member wineries Trade	<ol style="list-style-type: none"> 1. Conduct an in-depth analysis of current <i>Wines of British Columbia</i> Ambassador Program. 2. Identify and recruit industry partners to increase attendance at Ambassador Program sessions and reduce costs to deliver. 3. Create a target list of the top restaurants and retailers in BC to complete the Ambassador Program. 4. Update and refresh Level 1 and 2 program content, including new geographical and sub-geographical indications. 5. Continue to develop content for Level 3 program. 	<p>Increase number of key trade completing <i>Wines of British Columbia</i> Ambassador Program.</p> <p>Reduce costs to deliver education programs by 15%.</p> <p>Updated Level 1 and 2 material.</p>

2.1.3

STRATEGY	TARGET AUDIENCES	TACTICS	EVALUATION
Continue to grow and augment the annual Bloom and Colour BC VQA Spring and Fall Release Tastings to educate key trade and media.	Trade Media	<ol style="list-style-type: none"> 1. Host Bloom BC VQA <i>Wines of British Columbia</i> Spring Release Tastings in Vancouver and Victoria. 2. Host Colour BC VQA <i>Wines of British Columbia</i> Fall Release Tasting in Vancouver. 3. Work closely with wineries and their agents to drive quality attendees to the events. 4. Leverage relationships with retail liquor stores and restaurants. 5. Seek out hosting venues with increased capacity to support growth. 	<p>Maintain number of participating wineries.</p> <p>Increase number and quality of attendees and new products listed following events.</p>

2.1.4			
STRATEGY	TARGET AUDIENCES	TACTICS	EVALUATION
Bring together top industry professionals from across the country and around the world to share, taste, talk, learn and celebrate the <i>Wines of British Columbia</i> .	Trade Media	<ol style="list-style-type: none"> 1. Host the 3rd annual Wine BC BootCamp. 2. Invite key media and trade from identified target markets. 3. Create a series of masterclasses to showcase and educate target audiences on the BC wine industry from grape to glass. 4. Provide opportunities for trade and media attendees to engage with one another and deepen their experience. 5. Invite winery associations to host meals and showcase their wines and regions. 6. Leverage wine professional(s) (e.g. masters of wine (MW)/master sommeliers) to facilitate Wine BC BootCamp and masterclasses. 7. Work with member wineries to provide wines, venues, panelists, etc., to support showcasing British Columbia to attendees as one of the world's premium wine regions. 	<p>Follow up on feedback from attendees.</p> <p>Social media channels following engagement and reach.</p> <p>Number of trade and media attending.</p> <p>Advertising equivalency value and circulation of national and international media coverage.</p> <p>Engagement of retail and restaurant attendees in future marketing initiatives and listings.</p>

2.1.5			
STRATEGY	TARGET AUDIENCES	TACTICS	EVALUATION
Execute an integrated BC Wine Month program to celebrate the <i>Wines of British Columbia</i> .	<p>Channels:</p> <ul style="list-style-type: none"> • LRSs, including chains • Hospitality (restaurants) <p>Consumers</p>	<ol style="list-style-type: none"> 1. Identify, source and apply for funding from government partners. 2. Develop social awareness campaign and program to be executed throughout BC. 3. Create a toolkit for industry channels to support and get involved. 4. Create a toolkit for wineries and agents to support and get involved. 5. Integrate other BC wine activities, promotions and programs under the BC Wine Month banner, where possible. 	<p>Market share of BC VQA Wine before, during and after program period.</p> <p>Market share of BC VQA Wine comparison over the same period in Fiscal 2019.</p> <p>Participation of channel partners exceeds Fiscal 2019 program by 10%.</p> <p>Support by wineries of messaging and materials, and winery aligned programs and events.</p>

2.2 ALBERTA

2.2.1

STRATEGY	TARGET AUDIENCES	TACTICS	EVALUATION
Deliver a strong channel-specific campaign with premium product messaging and strategic KPIs aligning with the communications and content strategy.	<p>Consumers</p> <p>Channels:</p> <ul style="list-style-type: none"> • LRSs, including chains • Hospitality (restaurants) 	<ol style="list-style-type: none"> 1. Align with WFT campaign messaging. 2. Use data-driven insights to identify key partners in each channel to deliver <i>Wines of British Columbia</i> campaigns. 3. Leverage media and social influencers to amplify campaign messages. 4. Engage member wineries to utilize <i>Wines of British Columbia</i> campaign materials to enhance their own marketing efforts. 	<p>Sales of BC VQA Wine before, during and after campaign period.</p> <p>Participation by channel partners.</p>

2.2.2

STRATEGY	TARGET AUDIENCES	TACTICS	EVALUATION
Continue to grow and augment the annual Discover BC VQA Wine Spring and Fall Release Tastings to educate key trade and media.	<p>Trade</p> <p>Media</p>	<ol style="list-style-type: none"> 1. Host Discover BC VQA <i>Wines of British Columbia</i> Spring and Fall Release Tastings. 2. Work closely with wineries and their Alberta agents to raise the quality of attendees to all events. 3. Leverage relationships with retail liquor stores and restaurants. 	<p>Maintain the number of participating wineries.</p> <p>Increase in number and quality of attendees and new products listed following events.</p>

2.2.3

STRATEGY	TARGET AUDIENCES	TACTICS	EVALUATION
Develop the skills of industry staff to deliver the story of certified 100% BC grape wine through a strengthened <i>Wines of British Columbia</i> Ambassador Program.	<p>BCWI member wineries</p> <p>Trade</p>	<ol style="list-style-type: none"> 1. Identify and recruit industry partners and regional leads to increase attendance at Ambassador Program sessions and reduce costs to deliver. 2. Create a target list of the top restaurants and retail stores in Alberta to complete the Ambassador Program. 	<p>Increase number of key trade completing <i>Wines of British Columbia</i> Ambassador Program.</p> <p>Reduce costs to deliver education programs by 15%.</p>

2.2.4

STRATEGY	TARGET AUDIENCES	TACTICS	EVALUATION
Execute an integrated BC Wine Month program to celebrate the <i>Wines of British Columbia</i> in Alberta.	Channels: <ul style="list-style-type: none">• LRSs, including chains• Hospitality (restaurants) Consumers	<ol style="list-style-type: none">1. Identify, source and apply for funding from government partners.2. Grow BC Wine Month social awareness campaign and program in year two to include the Alberta market.3. Create a toolkit for industry channels to support and get involved.4. Create a toolkit for wineries and agents to support and get involved.5. Integrate other BC wine activities, promotions and programs in Alberta under the BC Wine Month banner, where possible.	<p>Increase in BC VQA Wine sales compared to the same period in Fiscal 2019.</p> <p>Participation of channel partners.</p> <p>Support by wineries of messaging and materials, and winery aligned programs and events.</p>



STRATEGY 3

TOURISM

Objectives

1. Destination BC co-funding will be secured for continuation of the BC Wine & Food Tourism Strategy 2016 – 2019.
2. Aggregate online engagement, including website visitation, social media and app downloads, will increase by 20%.
3. BC winery sales in British Columbia will increase by 5%.

3.1 WINE AND FOOD TOURISM			
3.1.1			
STRATEGIES	TARGET AUDIENCES	TACTICS	EVALUATION
<p>Develop and implement a year-long marketing campaign. Focus messaging on attracting consumers to the region in the shoulder seasons and moving them around the region in the busy summer season.</p> <p>Augment the communications and content plan with a marketing plan to achieve the overall goals.</p>	<p>Consumers:</p> <ul style="list-style-type: none"> • Authentic experiencers • Free spirits <p>Geographic segmentation:</p> <ul style="list-style-type: none"> • BC Lower Mainland • Alberta • Washington 	<ol style="list-style-type: none"> 1. Develop and execute a marketing campaign that reaches consumers at two critical phases of their WFT journey and integrate the Trip Planner, Trip Planner App and Explorer's Pass into campaigns: <ol style="list-style-type: none"> a. Planning phase: <ol style="list-style-type: none"> i. Focus on putting BC WFT in the shoulder season in all BC wine regions on consumers' consideration lists. ii. Develop and implement two shoulder season campaigns. b. In-region phase: <ol style="list-style-type: none"> i. Focus on moving consumers around while in-region. ii. Execute one in-region campaign in the high season encouraging WFT activities. 2. Integrate Trip Planner, Trip Planner App and Explorer's Pass into WFT marketing programs. 3. Engage wineries and winery associations to actively participate in marketing programs and keep their winery listings current. 	<p>Digital content marketing measurement:</p> <ul style="list-style-type: none"> • Social media channels engagement and reach. • Website metrics. • Social media sharing while in-region. • Downloads of Trip Planner App. • Adoption by wineries of campaign messaging and materials.

3.1.2			
STRATEGY	TARGET AUDIENCES	TACTICS	EVALUATION
Develop and grow Chef Meets BC Grape events amplifying WFT in British Columbia.	Consumers: <ul style="list-style-type: none"> • Authentic experiencers • Free spirits Media and influencers BCWI member wineries Trade	<ol style="list-style-type: none"> 1. Host our premium Chef Meets BC Grape consumer event in BC and Alberta. 2. Continue to investigate options for implementing pop-up stores at Chef Meets BC Grape events. 3. Undertake sponsorship and revenue stream development to support WFT initiatives. 4. Engage regional winery associations and destination marketing organizations (DMOs) to participate in and support Chef Meets BC Grape events. 5. Develop and execute communications and content plan to promote Chef Meets BC Grape events to drive consumers to BC's wine regions. 6. Develop event-related content that can be used year-round to increase wine tourism in BC. 7. Source and appoint media partners to leverage event promotion and content generation. 	Maintain the number and quality of participating restaurants at each event. Maintain the number of winery participants in BC and Alberta. Retain paid consumer attendance compared to sold out 2018 events. Grow paid consumer attendance at the Okanagan event. Confirm paid sponsorship for WFT initiatives. Measure unpaid media, social media engagement and online Trip Planner activity and other marketing initiatives.

3.1.3			
STRATEGY	TARGET AUDIENCES	TACTICS	EVALUATION
Develop an ongoing content marketing schedule that outlines priorities and supports the success of BCWI marketing programs.	Consumers (primary) Industry stakeholders and media (secondary)	<ol style="list-style-type: none"> 1. Use effective content distribution and advertising channels to market key messages on programs. 2. Optimize user-generated content to personalize message and engage consumers on program opportunities. 3. Monitor and grow social media engagement and consumer reach. 4. Communicate opportunities for consumer engagement (e.g. contests, quizzes, online chats, interactive webinars on wine, influencer outreach, etc.). 5. Build brand reputation by partnering with wine and tourism influencers to deliver on program goals. 	Annual, quarterly and monthly metric reporting on social media reach and engagement. Campaign metrics specific to program events, including reach, engagement and conversion on content marketing.

3.1.4

STRATEGY	TARGET AUDIENCES	TACTICS	EVALUATION
<p>Create journalistic storytelling videos to communicate who we are and what we offer to engage our audience and promote engagement and sharing.</p> <ul style="list-style-type: none"> The year 2020 is the <i>Wines of British Columbia's</i> 30-year anniversary. These videos will be key assets in celebrating this milestone and telling our story. 	<p>Consumers</p> <p>Industry stakeholders</p> <p>Media</p>	<ol style="list-style-type: none"> Content development mapping to determine how we tell the story of who we are and what we offer. Engage industry to be involved to support the script: wineries, BC wine industry icons, winemakers, MWs, sommeliers, grapegrowers and winery associations, etc. 	<p>Number of videos created.</p> <p>Seasons and regions captured.</p>



STRATEGY 4

MEDIA

Objectives

1. Annual media communications plan will support business objectives with a 10:1 return on unpaid media coverage.
2. International media will account for 40% of unpaid media coverage in advertising equivalency.
3. International and domestic media coverage will increase by 20% in advertising equivalency over Fiscal 2019.

4.1 MEDIA AND INFLUENCERS

4.1.1

STRATEGY	TARGET AUDIENCES	TACTICS	EVALUATION
Develop and build relationships with key influential media to generate positive unpaid coverage for the <i>Wines of British Columbia</i> and drive tourism to BC's wine regions.	Esteemed national and international wine, food, lifestyle and travel media and influencers (print, digital, social, broadcast and freelance) DMOs, winery associations and wine tourism groups	<ol style="list-style-type: none">1. Pitch and host in-region domestic and international media familiarization tours (FAMs).2. Secure high-profile international wine critics/media/influencers to visit the wine regions of British Columbia.3. Develop and host the Vintage 2018 Media Preview in Vancouver and Victoria in alignment with the Canadian Association of Professional Sommeliers' Aspiring BC Sommelier Competition.4. Develop comprehensive FAM itineraries to include regional and varietal tastings for VIP media and influencers.5. Leverage strategic media relations partnerships with key DMOs, winery associations and other wine tourism groups to increase awareness of the <i>Wines of British Columbia</i>.6. Identify and attend important events, conferences and trade shows to meet and build relationships with key national and international wine, food, travel and lifestyle influencers.	Advertising equivalency value and circulation of media coverage, as measured by media monitoring services. Number of media and influencers hosted. Number of media and influencer contacts made. Social media reach, impressions and engagement, as measured by social media analytics and influencer monitoring tool. Media and influencer participation at events, seminars and FAMs.

4.1.2

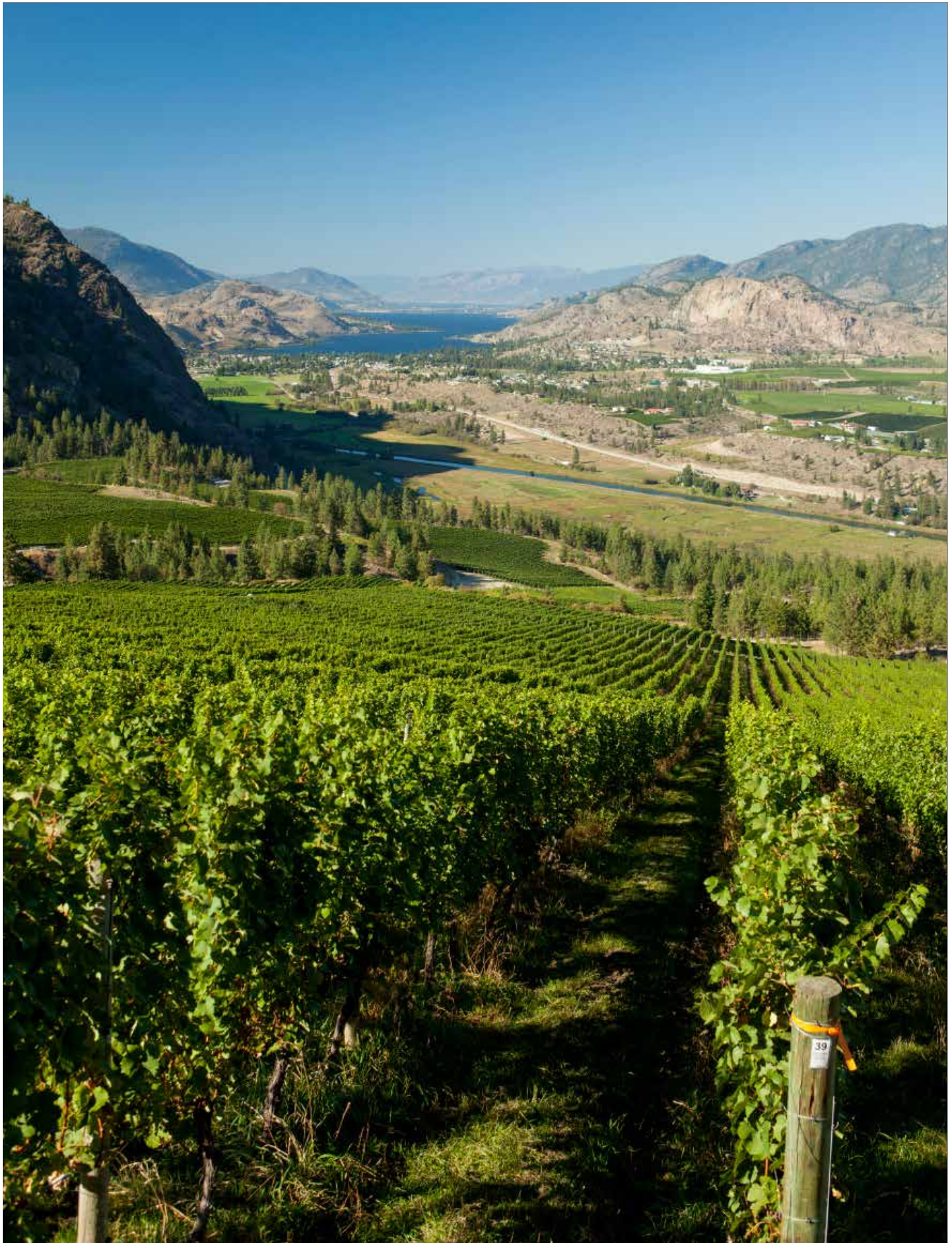
STRATEGY	TARGET AUDIENCES	TACTICS	EVALUATION
Ensure media access to relevant and timely information on behalf of the <i>Wines of British Columbia</i> and BCWI member wineries, in support of BCWI marketing, content and advocacy initiatives.	Wine, food, travel, business and lifestyle media and influencers Industry stakeholders and partners	<ol style="list-style-type: none"> 1. Update BCWI Media Kit to include research, statistics and insights for industry and WFT. 2. Expand media asset library to include relevant and timely industry research and statistics. 3. Create and utilize video assets, media releases, media advisories, wine samples, research data and statistics, inspirational story starters and social media stories to communicate important issues, events, accolades, research results and industry happenings. 4. Develop and create contributor assignments to align with BCWI's content strategy through third party endorsements of the <i>Wines of British Columbia</i> and build the BCWI influencer database. 5. Provide on-going media relations best practices for member wineries. 	<p>Social media reach and engagement, as measured by social media analytics and influencer monitoring tool.</p> <p>Number of distributed media releases, advisories and stories to media.</p> <p>Media pick up rate on content distribution.</p> <p>Blog reach, readership and engagement, as measured by social media analytics.</p>

4.1.3

STRATEGY	TARGET AUDIENCE	TACTICS	EVALUATION
Reinforce the premium quality positioning of certified 100% BC grape wine among key national and international wine media and influencers.	Esteemed national and international wine media, influencers and trade	<ol style="list-style-type: none"> 1. Host top calibre national and international media and wine critics for the 5th annual Judgment of BC benchmarking BC VQA Wine with global wines. 2. Explore opportunities to host BC VQA Wine masterclasses, tastings and dinners for media in key national and international markets to support export and tourism objectives. 3. Host media and trade seminars in BC and Alberta. 4. Leverage strategic media relations partnerships with key wine trade bodies. 	<p>Advertising equivalency value and circulation of national vs. international media coverage, as measured by media monitoring services.</p> <p>Number of media and influencers hosted.</p> <p>Media and influencer attendance at events and seminars.</p> <p>Number of new media and influencers reached.</p>

4.1.4

STRATEGY	TARGET AUDIENCES	TACTICS	EVALUATION
<p>Develop a coordinated approach to strengthen exposure of and engagement with the <i>Wines of British Columbia</i> through digital and social media.</p>	<p>Digital and social media influencers with wine, food, travel and lifestyle focus</p> <p>Micro-influencers</p>	<ol style="list-style-type: none"> 1. Leverage opportunities with traditional media outlets to produce content for their multiple platforms. 2. Identify and leverage media opportunities with key media partners to align with BCWI's content strategy and marketing programs. 3. Leverage digital exposure for the <i>Wines of British Columbia</i> through support of Destination BC's, Destination Canada's and other select DMOs' social and digital campaigns where appropriate. 4. Develop and implement strategic influencer programs to identify, engage and build a network of key paid and unpaid influencers and micro-influencers to attend BCWI events and host in-region to facilitate third party reach to wine consumers and build destination awareness for the <i>Wines of British Columbia</i>. 5. Optimize user-generated content to engage media, consumer and trade audiences on authentic stories and experiences specific to the <i>Wines of British Columbia</i> brand. 6. Develop and execute content marketing plans that integrate traditional media with digital and social media strategies. 	<p>Social media reach and engagement, as measured by social media analytics and influencer monitoring tool.</p> <p>Advertising equivalency value and circulation of media coverage, as measured by media monitoring services.</p> <p>Number of influencers and micro-influencers covering BCWI events.</p> <p>Number of rights-approved assets gained from social listening platform.</p> <p>Number of direct engagements through social listening platform.</p> <p>Campaign-specific and monthly measure of digital marketing and social media execution.</p>



STRATEGY 5

INTERNATIONAL MARKETS

Objective

1. BC Wine Institute-initiated international market exposure opportunities for members will increase by 15%.

5.1 INTERNATIONAL MARKETS			
5.1.1			
STRATEGY	TARGET AUDIENCE	TACTICS	EVALUATION
Implement the BCWI 2017 Three Year Export Strategy with an operational plan to introduce to BCWI member wineries.	BCWI member wineries	<ol style="list-style-type: none">1. Build influencer list and relationships.2. Create a process to identify which members are interested in participating in export initiatives and gain long-term commitment.3. Identify key opportunities within target markets to showcase BC to high value export opportunities and expand channels that increase exposure to commercial interests.	Develop Export Operational Plan.

5.1.2

STRATEGY	TARGET AUDIENCES	TACTICS	EVALUATION
Increase global awareness of BC as a premium Canadian wine producing region to build and retain international export markets.	Trade Media BCWI member wineries	<ol style="list-style-type: none"> 1. Participate in Canadian Vintners Association (CVA) and federal government led Wines of Canada international activities, including: <ol style="list-style-type: none"> a. ProWein 2019. b. London Tasting 2019. c. Trade and media tastings. 2. Conduct in-region trade and wine media FAMs. 3. Explore opportunities to expand the Wines of Canada certification course in international markets. 4. Building on the success of previous years' Hong Kong events, continue to develop trade and media tastings in this market. 5. Conduct trade and media tastings in the US market. 6. Explore opportunities for BC seminars and education at International Cool Climate Chardonnay Celebration. 	10% increase of in-market media exposure.

5.1.3

STRATEGY	TARGET AUDIENCES	TACTICS	EVALUATION
Support international winery tourism as a mechanism to create pull, pricing (premium) and sustainability for international sales.	Trade Media Consumers	<ol style="list-style-type: none"> 1. Create and implement missions for buyers, influencers and media representatives from target markets to visit our wine regions. 2. Collaborate with Destination BC and other stakeholders within the BC tourism industry to proactively market the BC wine industry and its regions as a tourism destination. 	Measure unpaid media, social media engagement and online Trip Planner activity and other marketing initiatives.

5.1.4

STRATEGY	TARGET AUDIENCES	TACTICS	EVALUATION
Protect and enhance fair access to global markets through advocacy and information exchange with industry and international wine organizations.	Provincial and federal governments Industry stakeholders	<ol style="list-style-type: none">1. Advocate for government support of the efforts and export goals of the BC wine industry.2. Ensure BC wineries and industry have a clear understanding of how international trade agreements, including the Comprehensive Economic and Trade Agreement and the United States-Mexico-Canada Agreement (USMCA), may impact their ability to access select foreign markets.3. BCWI and industry to work proactively with governments and industry to address counterfeiting.4. Utilize federal, provincial and diplomatic assets to support the ability of BCWI and BC wineries to access comprehensive market intelligence reports that will help identify opportunities and challenges.	Protect existing international trade agreements and access.

STRATEGY 6

ADVOCACY

Objectives

1. British Columbia and federal governments will maintain current supported programs.
2. Industry supported recommendations for updating related government policy will be implemented.
3. BC wine industry's 60 licences, including individual winery off-site tasting rooms and retail stores, will be protected.
4. Interprovincial wine barriers, with focus on Alberta, Ontario and Quebec, will be removed.




6.1 GOVERNMENT			
6.1.1			
STRATEGIES	TARGET AUDIENCES	TACTICS	EVALUATION
<p>Support the BC Wine Authority and BC VQA program.</p> <p>Continued government support for maintaining key provincial policies (e.g. direct delivery).</p> <p>Continue advocating with input from and in collaboration with industry on high priority issues and supported government policy recommendations.</p> <p>Continue to coordinate provincial advocacy efforts in collaboration with the CVA's national initiatives for certified 100% BC grape wine access in all provinces.</p> <p>Continue advocating to all levels of government for support of the BC wine industry in the USMCA and World Trade Organization challenge.</p>	<p>Provincial government</p> <p>Federal government</p> <p>BCWI member wineries</p> <p>Industry stakeholders</p>	<ol style="list-style-type: none"> 1. Provide direction, coordination and collaborative alignment of industry and government resources. 2. Continue advocating the BCWI position on high priority issues including but not limited to: variable markup, hospitality pricing, direct-to-consumer delivery, legalization of cannabis and health warning labels. 3. Implementation of: <ol style="list-style-type: none"> a. Appellation Task Group Recommendations (including mandatory certification). b. Industry supported recommendations of the BC liquor industry Business Technical Advisory Panel. c. BCWI's Regulatory Requirements – Industry Reporting and Compliance Report. 4. Continue advocacy work for open provincial borders for all Canadians to be able to have Canadian wine shipped directly to their homes from the producers. 5. Activate and align all 60 existing BC winery private off-site farm distribution appointments and implement individual winery off-site tasting rooms and retail stores. 	<p>Monitor status of BC wine industry issues.</p>







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