

FISCAL 2019

# Advocacy, Communications and Marketing Operational Plan



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# CONTENTS

Executive Summary ..... 1

Visionary Goals ..... 2

Focus Areas ..... 2

Fiscal 2019 Business Objectives:  
Achieving the Goals..... 4

STRATEGY 1:  
Membership and Industry Communications..... 6

STRATEGY 2:  
Marketing ..... 8

STRATEGY 3:  
Tourism ..... 12

STRATEGY 4:  
Media ..... 15

STRATEGY 5:  
International Markets ..... 18

STRATEGY 6:  
Advocacy ..... 20

The purpose of this document is to detail the Fiscal 2019 BC Wine Institute (BCWI) Advocacy, Communications and Marketing Operational Plan to deliver on the vision, mission, core values, visionary goals and strategic business objectives as approved by the BCWI Board of Directors and based on input and discussion at the October 23 and 24, 2017 BCWI Board of Directors and staff strategic planning session, with facilitation from Scott Armstrong (Limitless).

The environmental scan and organizational assessment discussed at the session provided 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

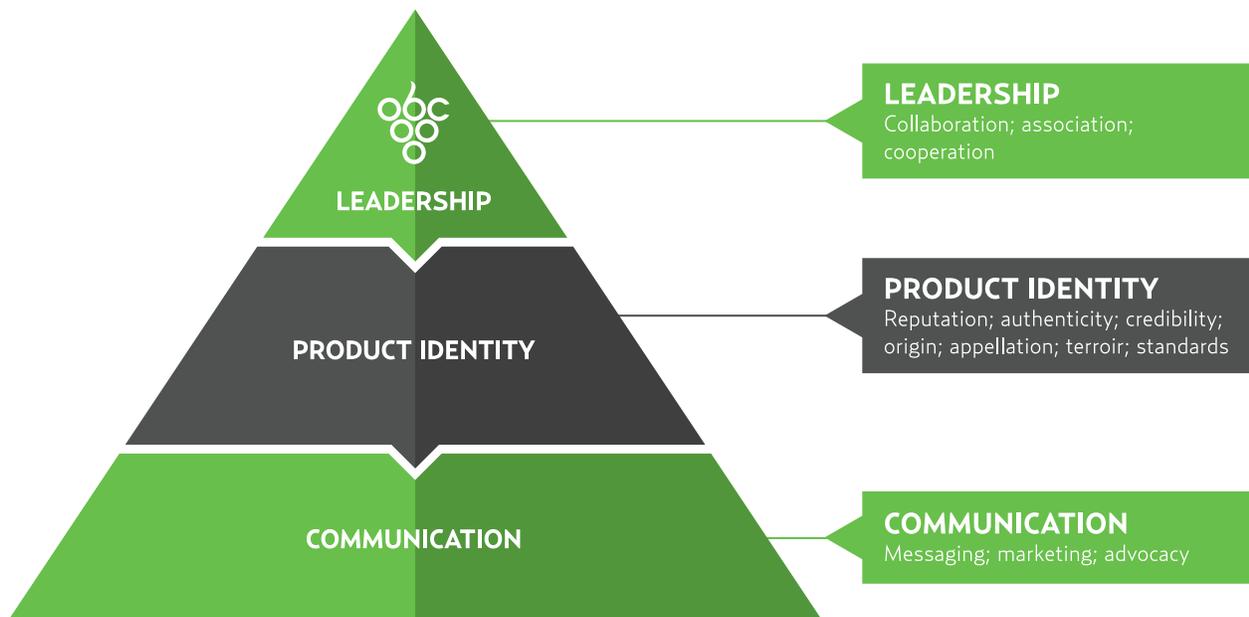
*"British Columbia is recognized as one of the world's premium wine regions."*

## 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
<b>As the unified BC Wine Industry Representation and Voice:</b> 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.
<b>Advocate for and Continue to Support:</b> Policies and programs critical to the success of the BC wine industry.
<b>Industry Communication:</b> 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.
<b>BC Wine Authority (BCWA):</b> 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.
<b>Brand Marketing Effectiveness:</b> Our brand is <i>Wines of British Columbia</i> . Our brand will be communicated through all our programs and communications.
<b>Maximizing the Return-on-Investment of our Program Strategies and Tactics:</b> 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.
<b>Market Development:</b> 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.
<b>BC VQA Wine Stores:</b> The BC Wine Institute will continue to ensure our sales channel is maximized to the benefit of the BC wine industry.
<b>Wine and Food Tourism Marketing:</b> 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.
<b>Our Home Market:</b> The BC Wine Institute will ensure that our marketing efforts are strategically aligned and mutually supportive in all sales channels within British Columbia.

# FISCAL 2019 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 2019 Advocacy, Communications and Marketing Operational Plan was developed.

## Membership and Industry Communications Objectives

- An outreach and communications strategy for, including evaluation and analysis of, non-member grape wineries will be established and introduced.
- An annual stakeholder communications plan will be developed and implemented.
- A BC wine industry 10-year strategic plan will be developed by a BC Wine Institute Board of Directors Task Group.

## 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

- By March 31, 2019, the number of BC and Alberta residents considering wine touring in British Columbia will increase by 5% over Destination BC Benchmarking August 2016 findings.
- Social media conversion and engagement will increase by 25%.
- The Net Promoter Score needle for wine touring in British Columbia will move from 27 to 32 by March 31, 2019.

## 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 2018.

## 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.
- Appellation Task Group Recommendations, including mandatory certification, will be implemented.
- BC wine industry's 60 licences will be protected and the provincial government will harmonize these licences to be regulated by industry.
- 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, including evaluation and analysis of, non-member grape wineries will be established and introduced.
2. An annual stakeholder communications plan will be developed and implemented.
3. A BC wine industry 10-year strategic plan will be developed by a BC Wine Institute Board of Directors Task Group.

1.1 MEMBERSHIP			
1.1.1			
STRATEGIES	TARGET AUDIENCE	TACTICS	EVALUATION
<p>Analyze all BC grape wineries' production and sales in BC and identify wineries that could benefit by membership with the BCWI.</p> <p>Conduct research to understand barriers to membership and what would overcome such barriers.</p> <p>Create a compelling membership package and ongoing communications plan to non-member grape wineries.</p>	<p>All BC grape wineries</p>	<ol style="list-style-type: none"> <li>1. Conduct research and analysis of all BC grape wineries and identify and refine benefits to target these wineries.</li> <li>2. Educate the industry on the certified 100% BC grape wine standards and the process of certification.</li> <li>3. Explore the opportunity to sell all certified 100% BC grape wine through BC VQA Wine Stores.</li> <li>4. Develop an updated membership package incorporating the results of the research into barriers to membership.</li> <li>5. Develop a streamlined process for new member recruitment including automated outreach to new wineries and utilizing current members to augment recruitment efforts.</li> </ol>	<p>Final report on research results.</p> <p>Development of BC wine industry collateral.</p> <p>New membership package.</p> <p>Engagement of members to act as BCWI ambassadors in recruitment.</p> <p>Increase in number of new members over previous years.</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>BCWI member wineries</p> <p>Non-member grape wineries</p> <p>Trade</p> <p>Local, domestic and international media</p> <p>Wine tourism and lifestyle bloggers and influencers</p> <p>Grapegrowers</p>	<ol style="list-style-type: none"> <li>1. Identify, define and group stakeholders to conduct research on needs, wants and expectations.</li> <li>2. Create an annual communications and content plan for each group including key messages, themes, channels, etc.</li> <li>3. Test traditional and digital communications tools to identify best engagement and reach for identified target audiences.</li> <li>4. Implement a customer relationship management system to manage customized opt-in communications for stakeholders.</li> <li>5. Develop and publish an industry "who's who" and "how to" with mandates, roles and structures of wine industry organizations (e.g. BCWI; BCWA; BC Grapegrowers' Association; BC Wine Grape Council; etc.).</li> </ol>	<p>Measure industry engagement and response to identified strategies and tactics.</p> <p>Measure digital and social media following, and engagement from, industry and stakeholders.</p>

### 1.2.2

STRATEGY	TARGET AUDIENCES	TACTICS	EVALUATION
<p>Develop a 10-year strategic plan for the BC wine industry, including an action plan and funding resources.</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"> <li>1. Appoint a diverse member-based task group and engage an experienced consultant to create the framework for a long-term wine industry strategic plan.</li> <li>2. Engage industry, trade and government in the development of the long-term strategic plan including an action plan and funding resources.</li> <li>3. Conduct primary and secondary research in the development of the long-term strategic plan including case studies on successes and failures of other relevant regions.</li> <li>4. Deliver and promote the long-term strategic plan to industry.</li> </ol>	<p>Deliver long-term strategic plan, including research insights, to industry.</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	TACTIC	EVALUATION
Create and implement a <i>Wines of British Columbia</i> brand refresh.	Consumers Industry stakeholders Trade	1. Leverage existing brand equity while updating and expanding the look, feel and messaging.	Update <i>Wines of British Columbia</i> brand and deliver new standards and guidelines.
2.1.2			
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"> <li>• Hospitality (restaurants)</li> <li>• Retail</li> <li>• Wineries</li> </ul> Consumers	<ol style="list-style-type: none"> <li>1. Identify, source and apply for funding from government partners.</li> <li>2. Using data-driven insights, identify, recruit and motivate key partners in each channel to maximize exposure of campaign messages including buy BC.</li> <li>3. Leverage media and social influencers to amplify campaign messages.</li> <li>4. Involve and elevate profiles of member wineries by providing campaign materials to enhance their own marketing efforts.</li> </ol>	<p>Sales of BC VQA Wine before, during and after campaign.</p> <p>Participation of number of channel partners exceeds Fiscal 2018 campaign by 10%.</p> <p>Adoption by wineries of campaign messaging and materials.</p>

2.1.3			
<p><b>STRATEGY</b></p> <p>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>	<p><b>TARGET AUDIENCES</b></p> <p>BCWI member wineries Trade</p>	<p><b>TACTICS</b></p> <ol style="list-style-type: none"> <li>1. Conduct an in-depth analysis of current <i>Wines of British Columbia</i> Ambassador Program.</li> <li>2. Identify and recruit industry partners to increase attendance at Ambassador Program sessions and reduce costs to deliver.</li> <li>3. Create a target list of 300 trade at the top restaurants and retailers in BC to complete the Ambassador Program.</li> <li>4. Develop an updated online tool to educate industry personnel.</li> <li>5. Continue to develop content for Level 3 program.</li> </ol>	<p><b>EVALUATION</b></p> <p>Increase number of key trade completing <i>Wines of British Columbia</i> Ambassador Program. Reduce costs to deliver education programs by 15%. Set baseline of online course completions.</p>
2.1.4			
<p><b>STRATEGY</b></p> <p>Continue to grow and augment the annual Bloom and Colour BC VQA Spring and Fall Release Tasting events to educate key trade and media.</p>	<p><b>TARGET AUDIENCES</b></p> <p>Trade Media</p>	<p><b>TACTICS</b></p> <ol style="list-style-type: none"> <li>1. Host Bloom BC VQA <i>Wines of British Columbia</i> Spring Release Tasting in Vancouver and Victoria.</li> <li>2. Host Colour BC VQA <i>Wines of British Columbia</i> Fall Release Tasting in Vancouver.</li> <li>3. Work closely with wineries and their agents to drive quality attendees to the events.</li> <li>4. Source partners for in-kind sponsorship to support wine and food tourism (WFT) initiatives.</li> </ol>	<p><b>EVALUATION</b></p> <p>Increase number of wineries, attendees and new products listed following events.</p>
2.1.5			
<p><b>STRATEGY</b></p> <p>Develop BC wine category sales data-driven insights for each channel.</p>	<p><b>TARGET AUDIENCE</b></p> <p>BCWI member wineries</p>	<p><b>TACTICS</b></p> <ol style="list-style-type: none"> <li>1. Conduct an inventory of available wine sales data.</li> <li>2. Investigate how to and acquire retail price information outside of current access to only BC VQA Wine Store channel information.</li> <li>3. Create tool to compile data and enable analysis to produce insights.</li> </ol>	<p><b>EVALUATION</b></p> <p>Launch an operational tool. Sales reports.</p>

## 2.2 ALBERTA

### 2.2.1

STRATEGY	TARGET AUDIENCES	TACTICS	EVALUATION
Create a three-year plan to "maintain – hold – grow" <i>Wines of British Columbia</i> in Alberta.	BCWI member wineries Trade Media Consumers	<ol style="list-style-type: none"> <li>1. Map out goals for years one through three.</li> <li>2. Using data-driven insights, identify, recruit and motivate key channel partners.</li> <li>3. Plan a set of integrated campaigns across the timeline with key partners.</li> </ol>	Adoption of a three-year plan.

### 2.2.2

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

### 2.2.3

STRATEGY	TARGET AUDIENCES	TACTICS	EVALUATION
Continue to grow and augment the annual Discover BC VQA Wine Spring and Fall Release Tasting events to educate key trade and media.	Trade Media	<ol style="list-style-type: none"> <li>1. Host Discover BC VQA <i>Wines of British Columbia</i> Spring and Fall Release Tasting events.</li> <li>2. Work closely with wineries and their Alberta agents to drive the quality of attendees to all events.</li> <li>3. Source partners for in-kind sponsorship to support WFT initiatives.</li> </ol>	<p>Maintain the number of participating wineries.</p> <p>Measure number of wineries, attendees and new products listed following events.</p>

2.2.4

STRATEGY	TARGET AUDIENCE	TACTICS	EVALUATION
Develop sales data-driven insights for each channel.	BCWI member wineries	<ol style="list-style-type: none"><li>1. Conduct an inventory of available wine sales data.</li><li>2. Create tool to compile data and enable analysis to produce insights.</li></ol>	Launch an operational tool. Sales reports.



# STRATEGY 3

## TOURISM

### Objectives

1. By March 31, 2019, the number of BC and Alberta residents considering wine touring in British Columbia will increase by 5% over Destination BC Benchmarking August 2016 findings.
2. Social media conversion and engagement will increase by 25%.
3. The Net Promoter Score needle for wine touring in British Columbia will move from 27 to 32 by March 31, 2019.

3.1 WINE AND FOOD TOURISM			
3.1.1			
STRATEGY	TARGET AUDIENCES	TACTIC	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. 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"> <li>• Authentic experiencers</li> <li>• Free spirits</li> </ul> <p>Geographic segmentation:</p> <ul style="list-style-type: none"> <li>• BC Lower Mainland</li> <li>• Alberta</li> <li>• Washington</li> </ul>	<ol style="list-style-type: none"> <li>1. Develop and execute a marketing campaign that reaches consumers at two critical phases of their WFT journey:               <ol style="list-style-type: none"> <li>a. Planning phase: Focus on putting BC WFT in the shoulder season in all BC wine regions on consumers' consideration lists.</li> <li>b. In-region phase: Execute one in-region campaign in the high season encouraging WFT activities. Develop and implement three cohesive shoulder season campaigns.</li> </ol> </li> </ol>	<p>Digital content marketing measurement:</p> <ul style="list-style-type: none"> <li>• Social media channels engagement and reach.</li> <li>• Website metrics.</li> <li>• Online.</li> </ul> <p>In region:</p> <ul style="list-style-type: none"> <li>• Downloads of in-region app.</li> <li>• Social media sharing using campaign hashtag while in region.</li> </ul>



3.1.2			
<p><b>STRATEGY</b></p> <p>Develop and grow ChefmeetsBCGrape events amplifying WFT in British Columbia.</p>	<p><b>TARGET AUDIENCES</b></p> <p>Consumers:</p> <ul style="list-style-type: none"> <li>• Authentic experiencers</li> <li>• Free spirits</li> </ul> <p>Media and influencers</p> <p>BCWI member wineries</p> <p>Trade</p>	<p><b>TACTICS</b></p> <ol style="list-style-type: none"> <li>1. Host our premium ChefmeetsBCGrape consumer event in BC and Alberta.</li> <li>2. Source a charitable organization to partner with ChefmeetsBCGrape events.</li> <li>3. Investigate implementing a pop-up store at ChefmeetsBCGrape events.</li> <li>4. Source partners for in-kind and financial sponsorship to support WFT initiatives.</li> <li>5. Engage regional winery associations and destination marketing organizations (DMOs) to participate in ChefmeetsBCGrape events.</li> <li>6. Develop and execute communications and content plan to promote ChefmeetsBCGrape events to drive consumers to BC's wine regions.</li> <li>7. Develop event-related content that can be used year-round to increase wine tourism in BC.</li> <li>8. Source and appoint media partners to leverage event promotion and content generation.</li> </ol>	<p><b>EVALUATION</b></p> <p>Grow the number of participating restaurants at each event by 15%.</p> <p>Grow the number of participating wineries in British Columbia and maintain number of winery participants in Alberta.</p> <p>Grow paid consumer attendance at each established event.</p> <p>Increase in-kind sponsorship by 5%.</p> <p>Measure unpaid media, social media engagement and increased online activity on Trip Planner and other marketing initiatives.</p>

3.1.3			
<p><b>STRATEGY</b></p> <p>Conduct an integrative qualitative and social research study.</p>	<p><b>TARGET AUDIENCES</b></p> <p>Consumers:</p> <ul style="list-style-type: none"> <li>• Wine enthusiasts</li> <li>• Wine experiencers</li> </ul> <p>Geographic segmentation:</p> <ul style="list-style-type: none"> <li>• BC Lower Mainland</li> <li>• Alberta</li> </ul>	<p><b>TACTICS</b></p> <ol style="list-style-type: none"> <li>1. Conduct qualitative research to understand the distinct communication needs between the planning (inspiration) phase and the in-destination (experience) phase of WFT.</li> <li>2. Ascertain why certain images and messages are more effective than others.</li> </ol>	<p><b>EVALUATION</b></p> <p>Final reports.</p>

3.1.4			
<p><b>STRATEGY</b></p> <p>Conduct follow up research on net promotor score (NPS).</p>	<p><b>TARGET AUDIENCES</b></p> <p>Consumers:</p> <ul style="list-style-type: none"> <li>• Wine enthusiasts</li> <li>• Wine experiencers</li> </ul> <p>Geographic segmentation:</p> <ul style="list-style-type: none"> <li>• BC Lower Mainland</li> <li>• Alberta</li> </ul>	<p><b>TACTICS</b></p> <ol style="list-style-type: none"> <li>1. Use an online panel to recruit 400 visitors to BC wineries in the past 12 months.</li> <li>2. Research will focus on the likelihood of referrals, wine touring and food experiences, awareness and perception, and intention to visit.</li> </ol>	<p><b>EVALUATION</b></p> <p>NPS increased to 32.</p>

3.1.5			
<p><b>STRATEGY</b></p> <p>Develop an ongoing content marketing schedule that outlines priorities and supports the success of BCWI marketing programs.</p>	<p><b>TARGET AUDIENCES</b></p> <p>Consumers (primary)</p> <p>Industry, stakeholders and media (secondary)</p>	<p><b>TACTICS</b></p> <ol style="list-style-type: none"> <li>1. Use appropriate content distribution and advertising channels to market key messages on programs.</li> <li>2. Optimize user-generated content to engage consumers on program opportunities.</li> <li>3. Monitor and grow social media engagement and consumer reach.</li> <li>4. Communicate opportunities for consumer engagement (e.g. contests, quizzes, online chats, interactive webinars on wine, etc.).</li> <li>5. Build brand reputation by partnering with wine and tourism influencers to deliver on program goals.</li> </ol>	<p><b>EVALUATION</b></p> <p>Annual, quarterly and monthly metric reporting on social media reach and engagement.</p> <p>Campaign metrics specific to program events; reach and engagement on organic and paid content marketing.</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 2018.

4.1 MEDIA AND INFLUENCERS			
4.1.1			
STRATEGY	TARGET AUDIENCES	TACTICS	EVALUATION
<p>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.</p>	<p>Esteemed national and international wine, food, lifestyle and travel media and influencers (print, digital, social, broadcast, and freelance)</p> <p>DMOs, winery associations and wine tourism groups</p>	<ol style="list-style-type: none"> <li>1. Pitch and host in-region domestic and international media familiarization tours (FAMs).</li> <li>2. Secure high profile international wine critics/media/influencers to visit the wine regions of British Columbia.</li> <li>3. Develop and host the Vintage 2017 Media Preview.</li> <li>4. Develop comprehensive FAM itineraries to include regional and varietal tastings for VIP media and influencers.</li> <li>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>.</li> <li>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.</li> </ol>	<p>Advertising equivalency value and circulation of media coverage, as measured by Meltwater media monitoring services.</p> <p>Number of media and influencers hosted.</p> <p>Number of media and influencer contacts made.</p> <p>Social media reach, impressions and engagement, as measured by social media analytics.</p> <p>Media and influencer attendance at events, seminars and FAMs.</p>

4.1.2			
<p><b>STRATEGY</b></p> <p>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.</p>	<p><b>TARGET AUDIENCES</b></p> <p>Wine, food, travel, business and lifestyle media and influencers</p> <p>Industry stakeholders and partners</p>	<p><b>TACTICS</b></p> <ol style="list-style-type: none"> <li>1. Update BCWI Media Kit to include research, statistics and insights for industry and WFT.</li> <li>2. Expand media asset library to include relevant and timely industry research and statistics.</li> <li>3. Utilize video assets, media releases, media samples, inspirational story starters, social media and <i>Wines of British Columbia</i> Newsroom website to communicate important issues, events, accolades, research results and industry happenings.</li> <li>4. Develop and create contributor assignments to align with BCWI's content strategy and build the BCWI influencer database.</li> </ol>	<p><b>EVALUATION</b></p> <p>Social media reach and engagement, as measured by social media analytics.</p> <p>Number of distributed media releases 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			
<p><b>STRATEGY</b></p> <p>Reinforce the premium quality positioning of certified 100% BC grape wine among key national and international wine media and influencers.</p>	<p><b>TARGET AUDIENCE</b></p> <p>Esteemed national and international wine media, influencers and trade</p>	<p><b>TACTICS</b></p> <ol style="list-style-type: none"> <li>1. Host an enhanced 4th annual Judgment of BC benchmarking BC VQA Wine with global wines, in alignment with Wine BC Bootcamp.</li> <li>2. Distribute BC VQA Wine samples to VIP international wine writers and top wine publications to leverage brand exposure in key markets.</li> <li>3. Explore opportunities to host a BC VQA Wine paired dinner series for media in key US markets to support export and tourism objectives.</li> <li>4. Host media and trade seminars in BC and Alberta.</li> </ol>	<p><b>EVALUATION</b></p> <p>Advertising equivalency value and circulation of national vs. international media coverage, as measured by Meltwater media monitoring services.</p> <p>Number of media and influencers hosted.</p> <p>Number of media and influencer contacts made.</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 AUDIENCE	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>	<ol style="list-style-type: none"><li>1. Leverage opportunities with traditional media outlets to produce content for their multiple platforms, reaching all audiences.</li><li>2. Identify and develop relationships with key paid media partners to align with BCWI's content strategy.</li><li>3. Develop and implement criteria to identify social media influencers to host in region to facilitate reach to wine consumers and build destination awareness for the <i>Wines of British Columbia</i>.</li><li>4. 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.</li><li>5. Develop and implement a media reporting system to evaluate coverage through new media.</li></ol>	<p>Social media reach and engagement, as measured by social media analytics.</p> <p>Advertising equivalency value and circulation of media coverage, as measured by Meltwater media monitoring services.</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"> <li>1. Build influencer list and relationships.</li> <li>2. Create a process to identify which members are interested in participating in export initiatives and gain long-term commitment.</li> <li>3. Identify key opportunities within target markets to showcase BC to high value export opportunities and expand channels that increase exposure to commercial interests.</li> </ol>	Develop Export Operational Plan.
5.1.2			
STRATEGY	TARGET AUDIENCES	TACTICS	EVALUATION
Increase global awareness of BC as a Canadian wine producing region to build and retain international export markets.	Trade Media BCWI member wineries	<ol style="list-style-type: none"> <li>1. Participate in Canadian Vintners Association and federal government led Wines of Canada international activities, including:               <ol style="list-style-type: none"> <li>a. ProWein 2018.</li> <li>b. London Tasting 2018.</li> <li>c. Trade and media tastings.</li> </ol> </li> <li>2. Conduct in-region trade and wine media FAMs.</li> </ol>	10% increase of in-market media exposure.

5.1.3			
<p><b>STRATEGY</b></p> <p>Support international winery tourism as a mechanism to create pull, pricing (premium) and sustainability for international sales.</p>	<p><b>TARGET AUDIENCES</b></p> <p>Trade Media Consumers</p>	<p><b>TACTICS</b></p> <ol style="list-style-type: none"> <li>1. Create and implement missions for buyers, influencers and media representatives from target markets to visit our wine regions.</li> <li>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.</li> </ol>	<p><b>EVALUATION</b></p> <p>See Strategy 3 Tourism evaluation.</p>

5.1.4			
<p><b>STRATEGY</b></p> <p>Protect and enhance fair access to global markets through advocacy and information exchange with industry and international wine organizations.</p>	<p><b>TARGET AUDIENCES</b></p> <p>Provincial and federal governments Industry</p>	<p><b>TACTICS</b></p> <ol style="list-style-type: none"> <li>1. Conduct government advocacy to support the efforts and export goals of the BC wine industry.</li> <li>2. Ensure BC wineries and industry have a clear understanding of how international trade agreements, including the Comprehensive Economic and Trade Agreement and the North American Free Trade Agreement (NAFTA), impact their ability to access select foreign markets.</li> <li>3. BCWI and industry to work proactively with governments and industry to address counterfeiting.</li> <li>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.</li> </ol>	<p><b>EVALUATION</b></p> <p>Protect existing agreements and access.</p>

# STRATEGY 6

## ADVOCACY

### Objectives

1. British Columbia and federal governments will maintain current supported programs.
2. Appellation Task Group Recommendations, including mandatory certification, will be implemented.
3. BC wine industry's 60 licences will be protected and the provincial government will harmonize these licences to be regulated by industry.
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 BCWA and BC VQA program.</p> <p>Continued government support for maintaining key provincial policies (e.g. direct delivery).</p> <p>Continue advocating on behalf of industry on high priority issues.</p> <p>Increase awareness of the Free My Grapes campaign and lobby for access in all provinces.</p> <p>Continue advocating to government for support of the BC wine industry in the current NAFTA negotiations 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"> <li>1. Provide direction, coordination and collaborative alignment of industry and government resources.</li> <li>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.</li> <li>3. Activate and align all 60 existing BC winery 'private' off-site farm distribution appointments to ensure operating agreements include product selection, location approval, operating terms and conditions, etc.</li> <li>4. Continue advocacy work with government to open provincial borders for all Canadians to be able to have Canadian wine shipped directly to their homes from the producers, including support of the Free My Grapes web portal and gain media traction in the interprovincial barriers to wine trade issue.</li> </ol>	<p>Monitor status of BC wine industry issues.</p>





**WINES OF  
BRITISH COLUMBIA**

**BRITISH COLUMBIA  
WINE INSTITUTE**

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