

**WINE GROWERS
BRITISH COLUMBIA
FISCAL 2022**

ADVOCACY COMMUNICATIONS AND MARKETING OPERATIONAL PLAN



**WINES OF
BRITISH COLUMBIA**

CONTENTS

INTRODUCTION 1

EXECUTIVE SUMMARY 2

STRATEGIC GOALS..... 3

STRATEGIC OBJECTIVES..... 4

FISCAL 2022 BUSINESS OBJECTIVES 5

Achieving our Strategic Priorities

FISCAL 2022 STRATEGIC GOAL #1..... 7

Brand

FISCAL 2022 STRATEGIC GOAL #2.....19

Advocacy

FISCAL 2022 STRATEGIC GOAL #3.....23

Demand

APPENDIX.....28



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INTRODUCTION

The purpose of this document is to deliver on the Wine Growers British Columbia (WGBC) vision, mission, core values, visionary goals and strategic business objectives.

This is the second year of operations under our Wine BC 2030 Long-Term Strategic Plan. The Fiscal 2022 WGBC Advocacy, Communications and Marketing Operational Plan is a well-constructed, synchronized strategy and action plan designed to guide implementation, facilitate decision making, adapt to shifting external forces and motivate the industry to grow.

Over the next 12 months, we understand that the COVID-19 pandemic will continue to create challenges for the grape and wine industry. This Annual Operational Plan has been developed to address the current dynamic environment and retain the flexibility to help industry and member wineries meet new and emerging challenges. WGBC will lead the execution of the plan and work in collaboration with other industry partners and leading organizations in both the wine and tourism industries. Many of the strategies will require a cross-functional approach to succeed with heavy involvement from across the wine industry including winery and grower participation as well as resource allocation.

The BC wine industry is a vibrant one. Combining this comprehensive plan with the support of industry provides a powerful framework for Fiscal 2022 and a clear road ahead to 2030.



EXECUTIVE SUMMARY

WINE BC 2030 VISION

British Columbia transcends the new and old worlds – recognized for diversity in its elevated wines, supernatural terroir, extreme beauty and dedicated people.

OUR MISSION

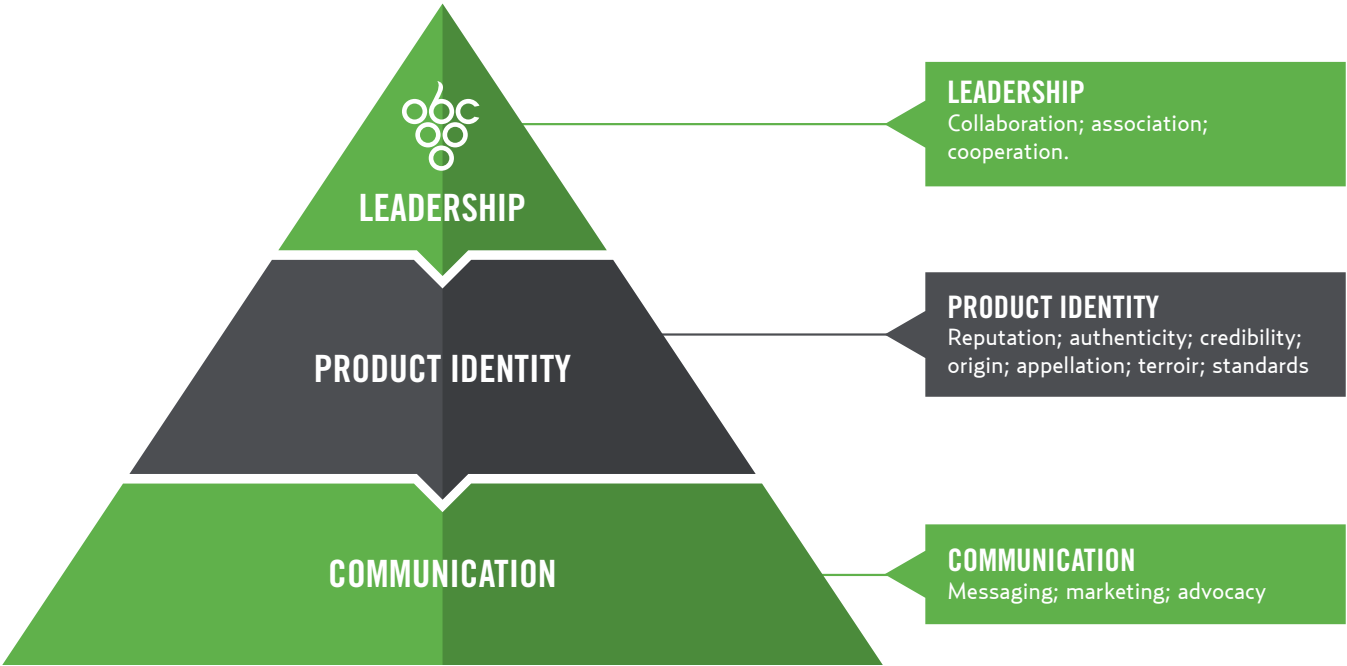
Our mission is to represent the interests of British Columbia wineries dedicated to producing 100% British Columbia grape wines certified by the regulatory body for wine in British Columbia, through marketing, communications and advocacy of their products to all stakeholders.

OUR CORE VALUES

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

MEASURING SUCCESS

We measure and assess our achievements against our strategies through quantifiable key performance indicators (KPIs) and we report against our KPIs every quarter.



STRATEGIC GOALS

Our strategic goals are a broader expression of how we will achieve Wine BC 2030’s vision.

1. BRAND

- The BC brand informs everything the industry does – from communications to education, from marketing to hospitality. Every BC wine touch point is an opportunity to reinforce the core of BC’s brand identity as a wine region. Building industry alignment reinforces these touch points in the marketplace leading to increased awareness and positive perception of BC wine and regions.

2. ADVOCACY

- Bring industry together to influence government policy and establish a strong sense of community to enable everyone moving towards a common goal and vision.

3. DEMAND

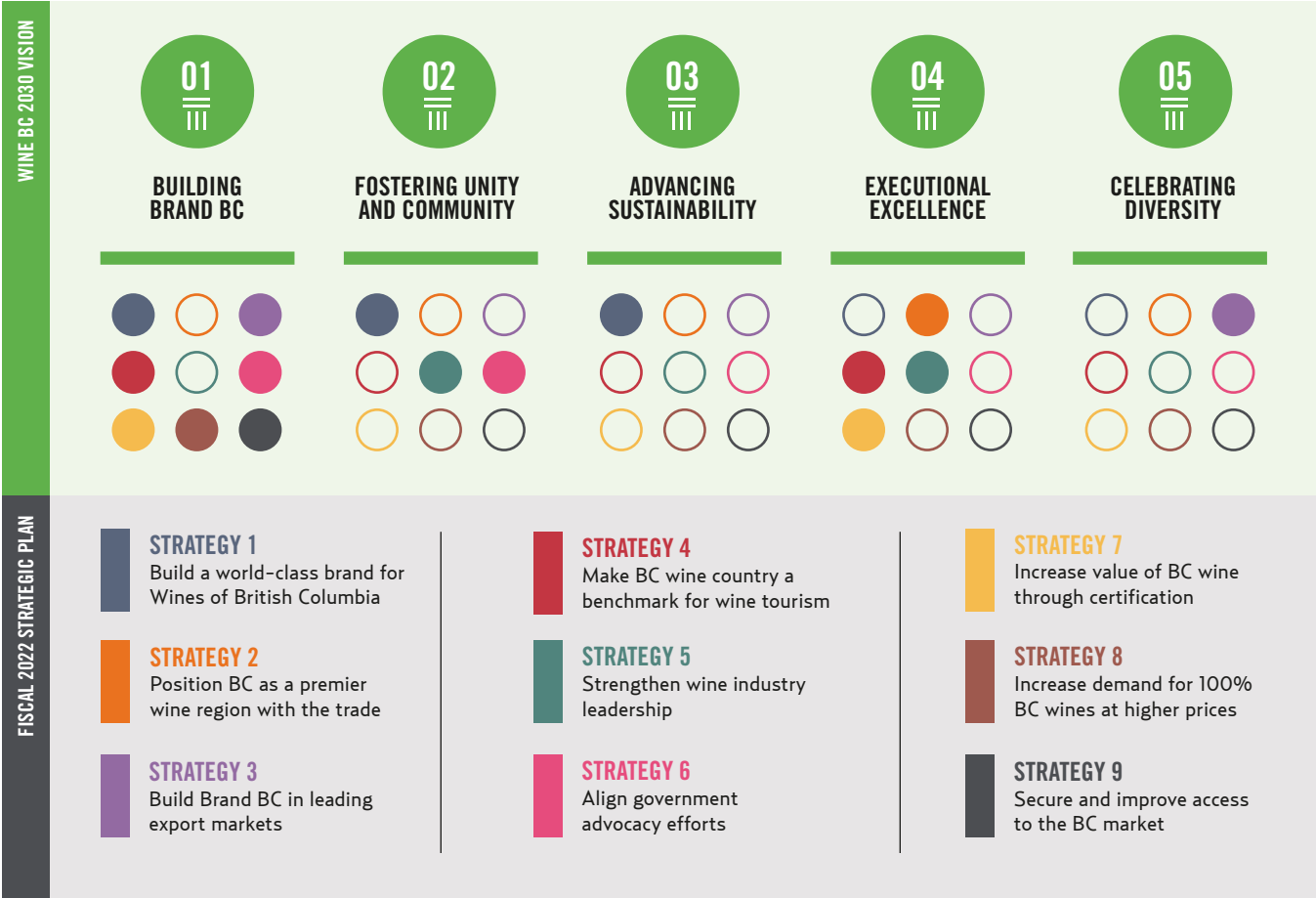
- Work with BC Liquor Distribution Branch (BCLDB) to build prominence and visibility of certified 100% BC grape wine in retail channels, while increasing demand for 100% BC wines in premium price categories.

STRATEGIC OBJECTIVES

WHERE WE STAND: OUR POSITION ON PRIORITY ISSUES

In November 2020, the WGBC Board of Directors and executive staff convened for a two-day working session to review, discuss and assess the strategic priorities for Fiscal 2022. Following extensive consultation with the WGBC [Marketing and Communications Committee](#), we developed our Fiscal 2022 Operational Plan. The plan’s nine strategies seek to contribute to Wine BC 2030’s five pillars.

WINE BC 2030 VISION STRATEGIC ALIGNMENT



FISCAL 2022 BUSINESS OBJECTIVES

ACHIEVING OUR STRATEGIC PRIORITIES

These objectives are meant to activate Wine BC 2030 Pillars and WGBC Board-approved Strategic Goals, which the Fiscal 2022 Advocacy, Communications and Marketing Operational Plan will achieve.

BRAND

Strategy 1: Build a world-class brand for Wines of British Columbia

- Objective 1: Wines of British Columbia materials and messaging will be adopted by 10% of WGBC’s membership and utilized in their marketing materials and communication with consumers, media and trade.
- Objective 2: Consumer image and awareness perception of Wines of British Columbia will increase by 2%.
- Objective 3: International and domestic media coverage will increase by 20% in advertising equivalency over FY21 with a 10:1 return on unpaid media coverage.

Strategy 2: Position BC as a premier wine region with the trade

- Objective 1: Trade image and awareness perception of Wines of British Columbia will increase by 2%.

Strategy 3: Build Brand BC in leading export markets

- Objective 1: Activate 2021–2023 WGBC Wine Export Strategy year one route-to-market objectives.

Strategy 4: Make BC wine country a benchmark for wine tourism

- Objective 1: Increase winery direct sales by 5%.
- Objective 2: Increase Wine and Food Tourism digital engagement by 25%.
- Objective 3: Develop a model for tracking Wine and Food Tourism winery visits.

ADVOCACY

Strategy 5: Strengthen wine industry leadership

- Objective 1: Continue to work on COVID-19 recovery plans for industry.
- Objective 2: Membership engagement will increase by 5% in all WGBC communications, programs and events.

Strategy 6: Align government advocacy efforts

- Objective 1: Establish a WGBC Board Advocacy and Membership Committee (AMC) for alignment of priorities.
- Objective 2: Align strategic priorities and shared initiatives across industry organizations.

Strategy 7: Increase value of BC wine through certification

- Objective 1: The BC Wine Authority (BCWA) plebiscite process and results will be advocated for and supported.

DEMAND

Strategy 8: Increase demand for 100% BC wines at higher price points

- Objective 1: Grow BC VQA’s average price point in between \$20 – \$39.99 by \$0.10.
- Objective 2: Increase BC VQA provincial litre market share over \$20 by 3.5%.

Strategy 9: Secure and improve access to the BC market

- Objective: Increase premium positioning for 100% BC grape wine in retail channels.



FISCAL 2022 STRATEGIC GOAL #1
BRAND

STRATEGIC OBJECTIVES:

1. Build a world-class brand for Wines of British Columbia.
2. Position BC as a premier wine region with the trade.
3. Build Brand BC in leading export markets.
4. Make BC wine country a benchmark for wine tourism.

1. BUILD A WORD-CLASS BRAND FOR WINES OF BRITISH COLUMBIA			
Objective	Strategy	Tactics	Metrics/KPIs
1.1 Wines of British Columbia materials and messaging will be adopted by 10% of WGBC’s membership and utilized in their marketing materials and communication with consumers, media and trade.	Create a Living the Brand Platform for industry adoption at different levels and tiers.	<p>Create a tiered Wines of British Columbia integration uptake program with clear, concise wording outlining the direct winery benefits for adaptation.</p> <p>Facilitate Living the Brand live workshops and online events to guide member wineries and stakeholders how to use the tools and build capabilities to support their businesses and customers through shared storytelling.</p> <p>Create and deliver Living the Brand toolkit with core messaging and cohesive narratives and themes to facilitate adoption of consistent brand standards.</p> <p>Develop winery reporting requirements and incentive structure for each Living the Brand adoption tier.</p> <p>Recruit and onboard wineries to the Living the Brand integration program.</p> <p>Utilizing the WGBC marketing committee to provide input and advocate for the program to other member wineries.</p>	<p>Member participation in Wines of British Columbia integration uptake program as measured through established tiers.</p> <p>(10% of WGBC’s 183 member wineries = 18 wineries)</p> <p>Number of Living the Brand workshop participants.</p> <p>Number of brand toolkit downloads.</p>

1. BUILD A WORD-CLASS BRAND FOR WINES OF BRITISH COLUMBIA			
Objective	Strategy	Tactics	Metrics/KPIs
1.2 Consumer image and awareness perception of Wines of British Columbia will increase by 2%.	<p>Develop and implement integrated consumer marketing and communications campaigns. Focusing on education and engagement using Wines of British Columbia materials.</p> <p>Grow consumer knowledge and engagement through the Wines of BC Explorer app and Level 1 Ambassador Program.</p> <p>Increase consumer engagement on WineBC.com and with The Vine consumer e-newsletter by utilizing consumer research and analytics to create and share quality content through blogs, videos, storytelling, influencer assignments and interactive quizzes and polls.</p> <p>Implement targeted mini campaigns such as Mother's Day, Father's Day, Rosé Month and January Wellness Month to align with the overarching BC wine farmer thematic campaign.</p> <p>Work collaboratively with retail partners to offer marketing support for in-store programs and purchase incentives.</p>	<p>Implement seasonal integrated marketing communications awareness campaigns promoting the value of premium BC wine by telling the story of BC wine from grape to glass through the lens of a BC wine farmer.</p> <p>Implement quarterly contests promoting BC wine awareness, perception and engagement through educational quizzes, skill-testing questions, polls and influencer promotions.</p> <p>Develop and continue to build strategic relationships with domestic and international digital media partners using their media talent and platform to deliver positive messaging and awareness for BC wine.</p> <p>Deliver online educational resources including blogs, maps, videos and Ambassador Program Level 1 online to grow people's knowledge and perception about BC wine and wine regions.</p> <p>Promote Wines of BC Explorer app and Ambassador Level 1 online across all marketing and communications channels and through cross-promotions with DMOs, restaurants and wineries to encourage its uptake and use.</p> <p>Create rotating winery routes and featured lists on Wines of BC Explorer app to promote and drive user engagement with the wines and regions of BC.</p> <p>Optimize social media promotion of top stories and posts to amplify coverage and key messages for Wines of British Columbia, utilizing strategic tagging for further reach.</p> <p>Optimize user-generated content to engage consumers and media through authentic stories and experiences specific to the Wines of British Columbia brand.</p>	<p>As measured through the annual Wine Intelligence survey, consumer perception of BC wine rated as "high to very high" quality increases to 62.8%.</p> <p>Increase online engagement.</p> <p>90% of media coverage will be positive or neutral in tonality as measured through Meltwater Media Monitoring platform.</p> <p>Increase click rate and open rate for The Vine consumer e-newsletter.</p> <p>Number of rights-approved assets gained from social listening platform.</p> <p>Campaign-specific and monthly measure of digital marketing and social media execution.</p>

1. BUILD A WORD-CLASS BRAND FOR WINES OF BRITISH COLUMBIA			
Objective	Strategy	Tactics	Metrics/KPIs
1.3 International and domestic media coverage will increase by 20% in advertising equivalency over FY21 with a 10:1 return on unpaid media coverage.	<p>Develop strategic partnerships and relationships with key domestic and international media and influencers to promote and generate positive media coverage for the Wines of British Columbia and our member wineries.</p> <p>Develop media communications plans to support FY22 strategic objectives.</p>	<p>Greater emphasis on digital and social communications and media partnerships to deliver highly targeted positive messaging for Wines of British Columbia.</p> <p>When COVID-19-related travel restrictions are lifted, bring key wine, food, travel and lifestyle influencers and media to BC, immersing them in BC's wine regions, to create a positive and lasting impact.</p> <p>Where safe, secure high-profile international wine critics, media and influencers from key target markets to visit the wine regions of British Columbia.</p>	<p>Advertising equivalency value and circulation of media coverage, as measured by media monitoring services.</p> <p>Influencer marketing campaign tracking.</p> <p>Regular reporting of social media analytics.</p> <p>Number of new media, trade and influencer contacts made.</p> <p>Media and influencer participation and engagement.</p> <p>Media pick-up rate on content distribution.</p>



1. BUILD A WORD-CLASS BRAND FOR WINES OF BRITISH COLUMBIA			
Objective	Strategy	Tactics	Metrics/KPIs
		<p>Broaden implementation of strategic influencer programs to identify, engage and build a stronger domestic and international awareness of the brand.</p> <p>Explore and facilitate best practices to host live and virtual masterclasses, seminars and tastings for key media and trade in targeted domestic and international markets.</p> <p>Provide media training for member wineries to polish their presentation skills and diversify industry spokespersons.</p> <p>Develop innovative FAM itineraries that are appropriate and desirable to the prevailing conditions.</p> <p>Continue to grow and support relationships with key media and trade partners including Canadian Association of Professional Sommeliers (CAPS), WineAlign and GuildSomm to leverage hosting opportunities with top wine media and trade.</p> <p>Create and utilize video assets, media releases, media advisories, wine samples, maps, research and data, infographics, story starters and social media stories to communicate important issues, events, accolades and industry happenings to keep media engaged and informed.</p> <p>Identify and attend important live and virtual events, conferences and trade shows to meet and build relationships with key national and international media and wine influencers.</p> <p>Leverage Living the Brand messaging throughout all media and communications.</p>	

2. POSITION BC AS A PREMIER WINE REGION WITH TRADE			
Objective	Strategy	Tactics	Metrics/KPIs
2.1 Trade image and awareness perception of Wines of British Columbia will increase by 2%.	<p>Continue to reposition, grow and augment annual trade events such as BC VQA Spring and Fall Release Tastings and Local Flights Tastings under COVID-19 restrictions.</p> <p>Develop virtual and highly targeted in-person tastings, masterclasses and seminars for key trade and media.</p> <p>Identify and recruit top industry professionals and dynamic panelists to deliver trade seminars, education and in-service programs.</p> <p>Identify and host key domestic and international wine trade influencers including high-potential junior trade as an investment in our future.</p> <p>Deliver updated certified Wines of British Columbia Ambassador program to trade and build a database of BC wine advocates.</p> <p>Develop and implement on-premise Wines of British Columbia thematic programs.</p>	<p>Contract top industry professionals to deliver Ambassador Level 1 and 2 in identified regions.</p> <p>Launch of updated Ambassador Level 1 and 2 certified program.</p> <p>Create a target list of the top restaurants and retailers in BC and Alberta to complete the Ambassador Program.</p> <p>Optimize our Customer Relationship Management (CRM) system to grow and improve targeted trade lists.</p> <p>Make Ambassador Level 1 training materials and programs available online for service staff and wine enthusiasts.</p> <p>Explore innovative formats to host the 4th annual Wine BC BootCamp or a re-imagined version with a series of live or virtual masterclasses to showcase and educate target audiences on the BC wine industry from grape to glass.</p> <p>Continue to grow and support relationships with key trade partners such as CAPS BC and CAPS National.</p> <p>Execute 2nd annual Chef Meets BC Grape (CMBCG) Somm Smackdown (funding dependent).</p> <p>Host the following trade tasting events when safe and COVID-19 compliant:</p> <ul style="list-style-type: none"> • Bloom BC VQA Wines of British Columbia Spring Release Tastings in Vancouver and Victoria. • Colour BC VQA Wines of British Columbia Fall Release Tasting in Vancouver. • Discover BC VQA Wines of British Columbia Spring and Fall Release Tastings in Alberta. 	<p>As measured through the annual Wine Intelligence survey, trade perception of BC wine rated as "high to very high" quality increases to 79.9%.</p> <p>500 trade certified through the BC Wine Ambassador Program.</p> <p>Increase number of participating wineries in WGBC reimagined trade events.</p> <p>Increase quality of attendees and program uptake following events.</p> <p>Trade satisfaction and intent to list as measured through post-event surveys.</p>

2. POSITION BC AS A PREMIER WINE REGION WITH TRADE			
Objective	Strategy	Tactics	Metrics/KPIs
		<p>Host VIP trade and media experiences such as Local Flights (Colour reimagined in FY21) and masterclasses.</p> <p>Work closely with wineries and their agents to drive quality attendees to all events.</p> <p>Continue to grow and develop the Pour More BC Program for restaurants and Licensee Retail Store (LRS). Work with restaurants and member wineries to build an internal (staff) rewards incentive program.</p> <p>Develop educational materials for channels aligning with campaign messaging. For example, staffroom posters on Geographical Indications (GI) and BC grapevine cycle.</p> <p>Explore distribution of a regular trade e-newsletter to provide Wines of British Columbia educational information and resources, upcoming trade programs, tastings, training and seminars.</p> <p>Continue to build our digital presence, using social channels and trade/ sommelier influencer campaigns (e.g., At Home with Mijune) to connect and engage with our trade networks, sommeliers, educators, media and key influencers.</p> <p>Actively support the Sustainable Winegrowing BC (SWBC) certification program through marketing and communications to help demonstrate its sustainability credentials amongst trade and media.</p>	

3. BUILD BRAND BC IN LEADING EXPORT MARKETS			
Objective	Strategy	Tactics	Metrics/KPIs
3.1 Activate 2021-2023 WGBC Wine Export Strategy year one route-to-market objectives.	<p>Establish a WGBC Export Committee from participating wineries to identify high-level, strategic partnerships and opportunities in key markets.</p> <p>Recruit and onboard member wineries to the long-term export strategy.</p> <p>Advocate for government funding for program implementation.</p>	<p>Develop an a la carte framework to onboard winery participation in WGBC's long-term export programs including:</p> <ul style="list-style-type: none"> onboarding documents participation agreements reporting requirements funding structure user pays fees for each program <p>Implement regular committee meetings to develop and evaluate export programs and active dates in consideration of the potential long-term impact of COVID-19.</p> <p>Utilize the collective knowledge of the committee to enhance and create new exporting opportunities for programs outlined in the WGBC Export Strategy.</p> <p>Deliver export training seminars, panel discussions, research and data for member wineries on the priority markets identified in the WGBC Export Strategy.</p> <p>Identify and build relationships with key international gatekeepers, trade associations, influencers and media.</p> <p>Continue to work with government, stakeholder partners, national and regional associations to be flexible and responsive to export opportunities and deliver activities and engagements that are appropriate to the prevailing conditions.</p> <p>Update and maintain a database of exporting BC wineries by market available online.</p>	<p>Increased number of BC wineries participating in WGBC international media and trade programs.</p> <p>Increased international media coverage for the Wines of British Columbia.</p> <p>Number of media and trade contacts made.</p> <p>Secured government funding.</p>

4. MAKE BC WINE COUNTRY A BENCHMARK FOR WINE TOURISM			
Objective	Strategy	Tactics	Metrics/KPIs
4.1 Increase winery direct sales by 5%.	<p>Develop a tourism referral program on WineBC.com.</p> <p>Engage key Wine and Food Tourism sectors to partner in collaborative programming with cross-promotional referrals. (BC Hotel Association, BC Restaurant Association, BC Farmers' Markets, Golf BC, BC ski hills).</p> <p>Develop and build relationships with key media influencers to generate positive coverage for BC Wine and Food Tourism and use of the tourism referral program on WineBC.com.</p> <p>Continue Destination British Columbia (DBC) sector partnership and funding.</p>	<p>Build referral programming on WineBC.com to support Wine and Food Tourism sector partners such as BC Hotel Association BC Wine Region booking link.</p> <p>Engage partners in the pair-ing pass program to enhance winery experience for visitors. For example, BC Dairy to sponsor BC wine and cheese tastings at wineries (use successful past examples).</p> <p>Programming and content alignment with Destination BC Co-op Marketing Program.</p> <p>Promote wineries direct-to-consumer shipping as appropriate within restrictions and requirements.</p> <p>Deepen the connection between consumers and BC wine through the agricultural perspective and emotional stories of the farmers through videos and journalistic storytelling.</p> <p>Collaborate with touring companies to promote safe wine touring practices.</p> <p>Utilize Wine BC Explorer app to promote enhanced winery experiences, and elevated tastings.</p>	<p>BCLDB reported winery direct sales.</p> <p>Increase partner engagement.</p> <p>Advertising equivalency value and circulation of media coverage, as measured by media monitoring services.</p> <p>Secured DBC funding.</p> <p>Winery direct website click-throughs from the Wines of BC Explorer app.</p> <p>Increase web clicks to WineBC.com trip planning pages.</p>

4. MAKE BC WINE COUNTRY A BENCHMARK FOR WINE TOURISM			
Objective	Strategy	Tactics	Metrics/KPIs
4.2 Increase Wine and Food Tourism digital engagement by 25%.	All marketing campaigns will include messaging on attracting consumers to the regions in the shoulder seasons and moving them around the region in the busy summer season when appropriate and safe.	<p>Identify new segments and communities within digital channels that have higher engagement numbers.</p> <p>Analyze and identify opportunities to test paid advertising on new channels including YouTube, TikTok and potentially Pinterest.</p> <p>Increase value-added messages within primary social channels and new opportunities within. For example, reels, IGTV, live feeds to:</p> <ul style="list-style-type: none">• Increase the overall digital footprint through strategic digital media partners and sponsored content.• Streamline digital marketing ecosystem to deliver clear consistent channel strategies for identified campaigns.• Optimize advantages including safe travel opportunities and messages within BC's nine wine regions.• Create messaging to promote safe travel. For example, Know Before You Go toolkit.• Optimizing hashtag use through best practices to grow community engagement.• Explore options to retarget website traffic through custom audiences.• Conduct in-depth analysis and evaluation of Fiscal 2021 digital results to drive digital strategy for F2022 campaigns.• Best of blog series (top clicked on blog for 2020).• Improve website SEO.	<p>Aggregate online engagement results on consumer digital platforms increase of 25%.</p> <p>Social media and digital content marketing engagement and reach measurement via Klear, Crowdriff and social media measurement tools.</p> <p>WineBC.com Google analytics.</p> <p>Increase engagement on consumer social media channels including:</p> <ul style="list-style-type: none">• Instagram• Facebook• YouTube• Twitter (consumer) <p>The Vine open rate</p> <p>Number of Wines of BC Explorer app users.</p> <p>Social echo as measured by media monitoring services.</p> <p>Number of app clicks and downloads.</p> <p>Number of Google Ad clicks.</p>

4. MAKE BC WINE COUNTRY A BENCHMARK FOR WINE TOURISM

Objective	Strategy	Tactics	Metrics/KPIs
4.3 Develop a model for tracking Wine and Food Tourism winery visits.	<p>Work with Wines of BC Explorer app to develop a geo-locating feature (or similar feature to measure winery visits) in the app.</p> <p>Collaborate with other partners such as Tourism Kelowna, Thompson Okanagan Tourism Association and TELUS.</p>	<p>Determine BC wine regions to target for winery visit measures. GIs, sub-GIs (official or not).</p> <p>Identify key wineries in determined BC wine regions to provide winery visitation numbers.</p> <p>Collect data on visitation flow such as airport traffic, DMO measurements.</p> <p>Partner with winery associations to promote current winery visitation programming, such as Passport Program in the different regions.</p>	Appropriate Wine and Food Tourism metrics.





FISCAL 2022 STRATEGIC GOAL #2
ADVOCACY

STRATEGIC OBJECTIVES:

- 1. Strengthen wine industry leadership.
- 2. Align government advocacy efforts.
- 3. Increase value of BC wine through certification.

1. STRENGTHEN WINE INDUSTRY LEADERSHIP			
Objective	Strategy	Tactics	Metrics/KPIs
1.1 Continue to work on COVID-19 recovery plans for industry.	Continue to work with Provincial Health Officer, Destination British Columbia, British Columbia Restaurants and Foodservices Association to conduct ongoing reviews of COVID-19 recovery plans.	Work with industry and member wineries to update BC wine industry Ready to Reopen Toolkit for recovery.	Coordination of COVID-19 recovery activities. COVID-19 Recovery member toolkit.

1. STRENGTHEN WINE INDUSTRY LEADERSHIP			
Objective	Strategy	Tactics	Metrics/KPIs
1.2 Membership engagement will increase by 5% in all WGBC communications, programs and events.	Identify member needs and work with industry experts, organizations and DMO's to develop and share timely and relevant content, information, data and training opportunities for member wineries.	<p>Deliver member training webinars with presentations from experts on digital marketing and communications best practices.</p> <p>Provide member wineries with marketing and communications toolkits and guidelines to optimize business practices.</p> <p>Update and implement member engagement strategy.</p> <p>Deliver quarterly webinars to update members on project execution and evaluation.</p> <p>Conduct quarterly member calls to determine member needs.</p> <p>Utilize CRM system to create and implement online member registration process and member communications journey builder process.</p> <p>Optimize new and innovative formats to host member events (in-person or virtual) including:</p> <ul style="list-style-type: none"> • BC Wine Industry Insight Conference • Annual Winemakers and Viticulturists' Forum • WGBC Industry Recognition Awards • WGBC Annual General Meeting <p>Utilize Living the Brand tiered incentive program to increase member engagements with WGBC marketing and communications.</p>	<p>E-communication open rates: Weekly Update (currently 45% avg. industry standard is 23%).</p> <p>CEO Update (currently 47%).</p> <p>Number of live and virtual event member participants.</p> <p>Number of cloud page registrations.</p> <p>Number of webinar playbacks.</p> <p>Member satisfaction through post-event survey.</p> <p>Decrease member bounce rates.</p> <p>Increase member usage of the app.</p>

1. STRENGTHEN WINE INDUSTRY LEADERSHIP			
Objective	Strategy	Tactics	Metrics/KPIs
		<p>Leverage WGBC awards consolidation program to recognize and promote award-winning member wineries and wines through The Vine, Weekly Update, Wines of BC Explorer app.</p> <p>Work with industry partners to promote and actively support the SWBC certification program to help demonstrate its sustainability credentials and benefits to BC wineries in becoming more profitable, resilient and sustainable.</p> <p>Create and utilize communications channels and tools to deliver timely and relevant information, accolades, data and research to member wineries:</p> <ul style="list-style-type: none"> • CEO Update • Weekly Update • Quarterly Update • Member webinars • Industry Twitter and LinkedIn • Video assets • Infographics • Reports <p>Utilize Click Up to track and inform on member winery participation and promotion in WGBC marketing and communications programs.</p> <p>Update and disseminate WGBC Member Benefits Infographic.</p>	

2. ALIGN GOVERNMENT ADVOCACY EFFORTS			
Objective	Strategy	Tactics	Metrics/KPIs
2.1 Establish a WGBC Board Advocacy and Membership Committee (AMC) for alignment of priorities.	Identify and prioritize key advocacy actions according to: Action, Enable, Monitor and Hold.	See appendix: FY22 WGBC Board AMC Advocacy Priority Matrix .	Favourable government policy.
2.2 Align strategic priorities and shared initiatives across industry organizations.	<p>Establish a cooperative agreement between the leading industry organizations for leadership to meet on a regular basis.</p> <p>Identify and prioritize key advocacy priorities in common to advance with industry consensus.</p>	<p>Regular meetings with head executive or Board member of the BC Wine Grape Council, BC Grapegrowers' Association and BC Wine Authority.</p> <p>Regular joint briefings with key government ministers and senior staff.</p> <p>Collaboration in key industry stakeholder events including the BC Wine Industry Insight Conference.</p>	<p>Measure progress and completion of shared initiatives.</p> <p>Industry participation and satisfaction of events.</p>

3. INCREASE VALUE OF BC WINE THROUGH CERTIFICATION			
Objective	Strategy	Tactics	Metrics/KPIs
3.1 The BC Wine Authority (BCWA) plebiscite process and results will be advocated for and supported.	Include in WGBC Board AMC including implementation of the BCWA Industry Plebiscite Results and industry supported recommendations of Business Technical Advisory Panel.	See appendix: FY22 WGBC Board AMC Advocacy Priority Matrix	Modernization of BC manufacturer licenses and implementation of BCWA plebiscite results.



FISCAL 2022 STRATEGIC GOAL #3 DEMAND

STRATEGIC OBJECTIVES:

1. Increase demand for 100% BC wines at higher prices.
2. Secure and improve access to the BC market.

1. INCREASE DEMAND FOR 100% BC WINES AT HIGHER PRICES			
Objective	Strategy	Tactics	Metrics/KPIs
<p>1.1 Grow BC VQA's average price point in between \$20—\$39.99 by \$0.10.</p> <p>NOTES:</p> <p>Average price point in 2020 calendar year for price band \$20—\$39.99 was \$25.19.</p> <p>\$0.12 average growth over last four calendar years (2017 – 2020)</p> <p>$(\\$0.20 + \\$0.07 - \\$0.15) = \\0.12</p> <p>2020 saw a -\$0.15 decline over 2019.</p>	<p>Deliver strong channel-specific campaigns with premium product messaging and strategic focused activations in each channel in price bands over \$20.00.</p>	<p>Hold regular meetings with leading retail partners to plan promotions, gather feedback and evaluate results.</p> <p>Develop creative material that focuses on the quality and premiumization of BC VQA Wine.</p> <p>Provide in-store support programs for wines in targeted price bands. For example, gift with purchase, tastings when/if allowed.</p> <p>Highlight targeted price band BC wine in all WGBC marketing and communications programs such as, Somm Smackdown Competition, Ambassador Program, influencer assignments, retail promotions.</p> <p>Provide educational programs around the quality and value of BC wine. For example, influencer comparison tasting of BC and international wines for both trade and consumers.</p> <p>Create emotive key messages and narratives to demonstrate value of BC wine through editorial and sponsored content, social media and marketing assets.</p> <p>Deepen the connection between consumers and BC wine through the local agricultural perspective and emotional stories of the local farmers through videos and journalistic storytelling.</p>	<p>Monitor BCLDB Period sales data.</p> <p>Number of blog views and average time spent on blog.</p> <p>Number of video views and time spent on video narratives.</p> <p>Average price point growth from \$25.19 to 25.29</p>

**Wholesale plus estimated 20% markup.*

1. INCREASE DEMAND FOR 100% BC WINES AT HIGHER PRICES			
Objective	Strategy	Tactics	Metrics/KPIs
<p>1.2 Increase BC VQA provincial litre market share over \$20 by 3.5%.</p> <p>Notes:</p> <p>Average BC VQA growth over \$20 in the past four calendar years (2017-2020) was 2.4%.</p> <p>$(1.42\% + 3.22\% + 2.55\%) / 3 = 2.4\%$</p>	<p>Deliver strong channel-specific campaigns focusing on premium BC VQA Wine.</p>	<p>Hold regular meetings with leading retail partners to plan promotions, gather feedback and evaluate results.</p> <p>Trade-up messaging to move consumers buying patterns from lower price bands to targeted price bands.</p> <p>Work with channels to educate staff through Ambassador Program to build BC VQA Wine advocates to promote the premium positioning of BC wine.</p> <p>Utilize local messaging to convert international purchases > \$20 into BC wine purchases.</p> <p>Highlight >\$20 BC wine in all WGBC marketing and communications programs such as Somm Smackdown Competition, Ambassador Program, influencer assignments, retail and hospitality promotions.</p> <p>Grow premium positioning through webinars, blogs and trade influencers writing with focus on value.</p> <p>Work with channels to integrate BC wine premium positioning with their internal marketing campaigns and in-store promotions. For example, Rosé month.</p> <p>Integrate WGBC thematic programming calendar with member wineries to grow participation.</p>	<p>Monitor BCLDB Period sales data.</p> <p><i>*See appendix:</i> Price Brand Market Share Over \$20 Calendar Year Comparison*</p>

**Wholesale plus estimated 20% markup.*

2. SECURE AND IMPROVE ACCESS TO THE BC MARKET			
Objective	Strategy	Tactics	Metrics/KPIs
<p>2.1 Increase premium positioning for 100% BC grape wine in retail channels.</p>	<p>Develop programming specific to each retail channel to include high-profile placement displays such as end aisle, checkout, freestanding, display units and gift-with-purchase displays.</p> <p>Support retail channel e-commerce programs.</p> <p>Advocate for increased channel access including BC Liquor Stores (BCLS) shelf space, winery off-site and tasting rooms.</p>	<p>Align program initiatives with WGBC Board Advocacy and Membership Committee priorities.</p> <p>Hold regular meetings with leading retail partners to plan promotions, gather feedback and evaluate results.</p> <p>BRITISH COLUMBIA</p> <p>BCLS:</p> <p>BC VQA focus months to include end displays, free-standing case stacks, window clings and specialized point-of-sale (POS) materials.</p> <p>Taste Magazine editorial and ads to enhance and elevate the Wines of British Columbia category.</p> <p>Continue to support and grow Boutique Wines of BC quarterly intake program.</p> <p>Support and communicate Invitation to List programs.</p> <p>Integrate BCLS 100th anniversary in materials aligning with BCLS programs.</p> <p>Build relationship with BC VQA Advocates with educational tools (talking points) and support of the annual Learning Week programming.</p> <p>Support and promote e-commerce program when available (in-progress ETA 2023).</p> <p>Save-On-Foods:</p> <p>Develop a monthly in-store thematic for wineries to align and capitalize on opportunities.</p> <ul style="list-style-type: none"> Wine regions Seasonal holidays Mini campaigns such as Mother’s Day Features such as sparkling and Rosé months 	<p>Implementation of channel programs.</p> <p>200+ Retail and Hospitality listings on the BC Wine Explorer app.</p> <p>Number of digital marketing toolkit downloads.</p>

2. SECURE AND IMPROVE ACCESS TO THE BC MARKET			
Objective	Strategy	Tactics	Metrics/KPIs
		<p>Develop POS to support thematic promotions.</p> <p>Engage winery associations to participate in wine region thematic.</p> <p>Grow inter-partner programming utilizing complementary companies and products. For example, BC Dairy and crackers.</p> <p>Increase awareness of BC wine available in-store with promotional materials in other departments. For example, flower department Valentine's Day and BC wine.</p> <p>Support in-store four pack and case promotions with added value displays such as gift with purchase.</p> <p>Encourage all staff to become certified through the Wines of British Columbia Ambassador Program.</p> <p>Support and promote e-commerce programing.</p> <p>LRS:</p> <p>Provide access to WGBC marketing materials through an online industry toolbox.</p> <p>Promote growth in the BC wine category through new listings, features, displays and tastings (when safe and COVID-19 compliant) including the new retail Pour More BC program (in development).</p> <p>Provide incentives for store participation in the above activities. For example, store listing on Wines of BC Explorer app, prize for most creative in-store display.</p> <p>Create a small-lot boutique program to increase BC VQA wine listings and specialty promotions.</p> <p>Encourage staff to become certified through the Wines of British Columbia Ambassador Program.</p>	

2. SECURE AND IMPROVE ACCESS TO THE BC MARKET			
Objective	Strategy	Tactics	Metrics/KPIs
		<p>Support and promote e-commerce BC VQA programs.</p> <p>Identify private retail chains to grow BC VQA programming throughout the province.</p> <p>Hospitality:</p> <p>Pour More BC Program</p> <p>ALBERTA</p> <p>Co-op Wine Spirits Beer</p> <p>Continue to support flyer program with in-store promotional materials and case displays.</p> <p>Vin Bin program educational insert and value add.</p> <p>Train their Sommelier Educator to facilitate Wines of British Columbia Ambassador Programs for all staff and to implement educational material into consumer programs.</p> <p>Support and promote e-commerce BC VQA programs.</p> <p>Sobeys/Safeway:</p> <p>Create an in-store promotion to elevate the BC wine category in all stores throughout Alberta and BC with potential growth into Saskatchewan.</p> <p>Develop a small-lot boutique program for destination stores.</p> <p>Encourage key staff to become certified through the Wines of British Columbia Ambassador Program.</p>	

APPENDIX

WGBC BOARD ADVOCACY AND MEMBERSHIP COMMITTEE PRIORITY MATRIX

WINES OF BRITISH COLUMBIA PRIORITY MATRIX

		MINISTRY FINANCE (BC LDB/LS)	SOLICITOR GENERAL (LCRB)	MINISTRY AGRICULTURE	MINISTRY TOURISM	MINISTRY ECONOMIC RECOVERY	BTAP	WINE GROWERS CANADA
ACTION	Able to sell to hospitality above wholesale price							
	Safeguarding of current industry support programs (e.g., direct delivery, QEP, etc.)							
	Increased shelf-space, promotion, and floor price in BCLS							
	Modernize BC winery manufacturing license							
ENABLE	Recognition and support of wine industry's contribution by BC Ministry of Finance							
	BCLDB and BCLS are active promoters of the BC wine industry (e.g., mandate letter(s))							
	Gov't supports of increased and new direct-to-consumer channels (e.g., winery off-site tasting rooms)							
	Implementation of Appellation Task Force Recommendations (e.g., mandatory registration)							
MONITOR ACTIVELY	Interprovincial direct-to-consumer sales							
	WGBC is recognized as the united voice of the wine industry							
	Political recognition of WGBC and members as integral to agriculture industry							
HOLD	Increased Buy BC and IAF funding							
	Recognition and support of WGBC leadership in agri-tourism							
	Improved Agriculture Land Commission policies							

Decision Maker/Enabler Influencer Stakeholder Interested Party






APPENDIX

PRICE BAND MARKET SHARE OVER \$20 - CALENDAR YEAR COMPARISON

	2020 ALL CHANNELS		2019 ALL CHANNELS		2018 ALL CHANNELS		2017 ALL CHANNELS	
Price Brands	All Wine %	All BC VQA %	All Wine %	All BC VQA %	All Wine %	All BC VQA %	All Wine %	All BC VQA %
\$20 - \$24.99	12.61%	19.47%	12.21%	18.07%	10.60%	17.16%	11.88%	17.27%
\$25 - \$29.99	6.45%	9.59%	7.05%	8.59%	7.19%	8.38%	10.07%	7.46%
\$30 - \$34.99	10.73%	4.57%	7.91%	3.69%	8.14%	3.67%	12.37%	3.74%
\$35 - \$39.99	3.73%	3.41%	3.53%	4.18%	3.17%	3.43%	3.83%	2.52%
\$40 - \$49.99	2.81%	3.47%	2.47%	3.08%	2.28%	3.31%	2.34%	3.06%
\$50 - \$59.99	1.77%	2.25%	1.73%	2.40%	1.52%	1.77%	1.12%	1.83%
\$60 - \$69.99	1.55%	1.25%	1.39%	0.89%	1.59%	0.99%	0.68%	1.01%
\$70 - \$74.99	0.21%	0.19%	0.49%	0.19%	0.33%	0.04%	0.13%	0.05%
\$75 - \$79.99	0.33%	0.40%	0.35%	0.40%	0.24%	0.37%	0.23%	0.43%
\$80 - \$99.99	0.81%	0.29%	0.88%	0.44%	0.86%	0.45%	0.44%	0.71%
\$100 +	3.94%	1.20%	4.93%	1.61%	4.44%	0.75%	3.12%	0.82%
% >\$20	44.94%	46.09%	42.94%	43.54%	40.36%	40.32%	46.21%	38.90%
YOY Change	2.00%	2.55%	2.58%	3.22%	-5.85%	1.42%		



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