

2023-2027

BC WINE TOURISM STRATEGY



WINES OF
BRITISH COLUMBIA

LOCAL WINE, LOCAL IMPACT

For millennia wine has been at the center of celebrations, entertainment, cultural identity, and ritual. Wine has been and remains connected to the land where grapes are grown. Today we see wine and land being beautifully paired to create exceptional experiences throughout British Columbia.

Infused with rich history and tradition, wine provides an authentic and unique experience connected to place and terroir. Increasingly travelers are interested in experiencing a destination through local flavours by sipping and sampling an abundance of fresh, homegrown ingredients that are in-season and steeped in local culture. The stories behind the producer, the land, and the process are unique and authentic, creating an experience tied to place that cannot be recreated elsewhere.

These experiences go beyond simply enjoying the wine in front of you. It is about knowing the ingredients are grown and harvested in place. Not only is there comfort and pride in knowing that enjoying local fare carries a smaller ecological footprint and encourages sustainable agricultural practices, but that the local community directly benefits from others who savour and explore the area through wine.

British Columbia offers a world-class variety of niche regions where BC's roots can be explored through local wine. Enthusiasts can enjoy the high-quality, homegrown BC ingredients in idyllic settings that tantalize all the senses. With an array of award-

winning wineries and restaurants, there is endless diversity of opportunity to indulging the taste buds in a remarkable setting.

This strategy sets the path for wine tourism for the next five years. It describes how core traveller audiences will be specifically targeted to come more often and explore more places in spring, summer and fall seasons. It will leverage wine and food to support each other. This will be accomplished by building and nurturing partnerships across the wine and culinary sectors.

COVID-19 BC Wine Tourism Impact	2019	2020	change%
TOURISTS	1,191,500	254,110	-78.7
EMPLOYMENT	3,912	1,812	-53.7
TOURISM REVENUE	\$609,011,100	\$190,893,800	-68.7
TOURISM WAGES	\$174,737,600	\$84,613,200	-51.6
IMPACT(\$)	\$783,748,700	\$275,507,000	-64.8

There is a significant need to recover from the COVID-19 pandemic, and we cannot assume that Wine Tourism will recover on its own. We must ensure that the industry stays relevant and continues to grow. To fully realize the benefits of wine tourism, we must continue making dedicated investments into the marketing required to propel the industry forward as we emerge from the COVID-19 pandemic.

In 2019, wine tourism provided in excess of \$609 million of tourism-related revenue, \$174.7 million of tourism-related wages and more than 3,900 jobs. With an annual investment of \$2,000,000 over the next four years, we will create an incremental revenue of \$174 million by year four, or an impact of \$399.4 million accumulated over a four-year period. In addition, an average of 641 jobs will be created each year. These impacts are distributed across BC largely in rural regions, providing them with essential economic drivers to support their communities and recover economically from the COVID-19 pandemic.

Our vision of long-term success also includes alignment with the Destination BC (DBC) Invest in Iconics Strategy. This is a key pillar in the 2020-23 DBC Corporate Strategy that will be developed over the next 10 years. Like DBC, we see dispersion as key to the health of tourism and the prosperity of our province. In our Wine Tourism Strategy, we will encourage visitors to travel to more places in BC and across more times of the year. This strategy will motivate travellers to come to BC, taste our premium wines and local foods, and take home stories that inspire them, and others, to return.

GLOBAL BEST PRACTICES

A global scan was conducted, with a focus primarily on the US, Australia and New Zealand. Three key trends emerged.

URGENCY TO CONVERT YOUNGER AUDIENCES

Those younger than 40 years of age are the likely place where the wine industry, including tourism, will find growth in the next decade. One of the reasons that wine is losing share has to do with consumer change and the wine industry's inability to recognize or adapt to meet this younger audience. There is a call (especially in the US) to convert this audience to wine—and wine tourism may be the best platform to do this. It's recommended that messaging be created specifically for this audience that better aligns with their values and spending patterns. This audience is more health conscious, has lower discretionary income and wealth, a greater concern for sustainability and environmental issues, and are more ethnically diverse than previous generations. They are looking for authentic experiences.

PREFERENCE FOR INTIMATE & PERSONALIZED EXPERIENCES

Due to the COVID-19 pandemic, wine tastings were primarily offered by-appointment only and outdoor spaces and experiences were emphasized. This created a change in visitor preferences. Globally, we are seeing a continual shift towards creating more intimate, interactive, and personalized wine experiences. Visitors are less interested in participating in large group tours and overcrowded, impersonal tasting rooms and, instead, now prefer more curated experiences for small groups. Not only does this make wine tourism more down to earth, it creates a more meaningful and intentional connection between the winery and visitor.

PREMIUMIZATION IS CONTINUING

In contrast to the above trend, is the continued preference for premium wines—especially amongst the older consumers. Those who drink wine continue to show that they prefer drinking better but less wine. Wine Australia understands this trend and has centered one of its strategic pillars around building a "fine wine" brand.

PAST SUCCESSSES

BC WINE & FOOD TOURISM STRATEGY 2016 - 2019

In BC, both wine and culinary tourism had been promoted as part of destination marketing, but there had not been an integrated strategy to promote the combined offering.

The 2016–2019 strategy was designed to support all wine regions in the province, from the established to the emerging, with distinct strategies and tactics to promote each one.

The plan revolved around a core goal to grow hotel revenues and winery–direct sales by

“inviting Gentle Explorers to find a new wine story somewhere in BC.”

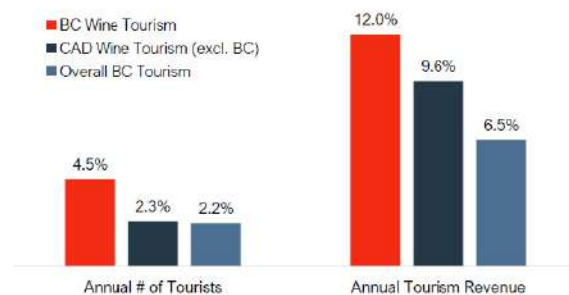
In wine–primary regions like the Okanagan Valley, the strategy placed greater emphasis on extending the wine touring season by expanding into the shoulder seasons. In other regions, efforts were focused on growing visitation in peak season.

Overall, the strategy focused on encouraging visitors to extend their stay so that they can expand their wine and culinary tourism experience by visiting additional areas within the region(s).

Marketing initiatives were aligned to six key strategies:

1. Elevate the stature of wine tourism in British Columbia.
2. Move visitors around the different regions.
3. Support and promote wine and culinary visitor advocacy, particularly online.
4. Partner with destination Marketing Organizations to execute marketing initiatives.
5. Build a data–driven strategy to support measurement and marketing.
6. Identify gaps in wine & culinary tourism product.

Annual growth rate of tourism, 2015 - 2019



PERFORMANCE

In 2015–2019, three key marketing success were achieved:

- Increasing winery direct litre sales by an average of 11.4% annually from 2018–2021.
- Achieving a 30:1 return in advertising equivalency on unpaid media coverage in 2021.
- Increasing Wine and Food Tourism digital engagement by 25% in 2021.

More recently, COVID–19 response marketing has continued to support wineries around the province, both as a resource and through marketing:

- Acting as a hub for members to share information and set standards of practice for managing COVID–19.
- Developing a wildfire and smoke communications toolkit for members.

This provides a strong foundation on which the 2023–2027 strategy is being built.

BC WINE TOURISM STRATEGY

2023-2027 GOALS

GROWTH

Sustaining demand for wine tourism requires creating demand. As the new generation of wine drinkers are not necessarily as focused on wine tourism experiences, investment in this audience is required. New visitors will also help fill hotels and tasting rooms outside of peak seasons.

- In summer, focus outside the Okanagan Valley.
- In shoulder seasons, focus on all regions.

DISPERSION

Dispersion will create a more robust wine sector. Increasing the diversity of timing, locations and patrons will insulate the sector against regional shocks (e.g., shifts in climate, natural disasters) and demographic shifts (changing consumer values and tastes).

Dispersion also acts in service of overall growth for the sector by moving tourism to seasons, regions and audiences that have capacity to absorb tourism growth.

Three dimensions of tourism will be addressed:

- Disperse wine tourists across seasons, with a focus on strengthening the shoulder seasons in May, June and October.
- Disperse wine tourists to all wine touring regions in the province.
- Disperse wine tourism across audiences.



ECONOMIC CONTRIBUTION

An annual \$2,000,000 investment in BC Wine Tourism Marketing will generate 57,500 new visitors per year with an increase of \$55.5 million in new direct tourism revenue, plus an additional \$87.2 million of indirect spending and an average of 641 tourism-related jobs.

Value of a new wine tourist:

EARLY SEASON (APRIL - JUNE)

TARGET TYPE	AVG. VALUE
New short stays (1-2 days)	\$451
New long stays (3+ days)	\$1,146
1-day extension to short stay	\$303
1-day extension to long stay	\$222

PEAK SEASON (JULY - SEPTEMBER)

TARGET TYPE	AVG. VALUE
New short stays (1-2 days)	\$656
New long stays (3+ days)	\$1,340
1-day extension to short stay	\$353
1-day extension to long stay	\$239

Source of growth:

SOURCE OF GROWTH	TOURISTS IMPACT	ANTICIPATED DIRECT REVENUE IMPACT	ANTICIPATED TOTAL REVENUE IMPACT
30,000 new short stays in <i>Early Season</i>	30,000	\$13.5 million	\$21.2 million
10,000 new long stays in <i>Early Season</i>	10,000	\$11.5 million	\$18.0 million
39,000 extended short stays during <i>Early Season</i>	-	\$9.6 million	\$15.0 million
17,500 new short stays in <i>Peak Season</i>	17,500	\$11.5 million	\$18.0 million
35,000 new long stays in <i>Peak Season</i>	-	\$9.5 million	\$14.9 million
Cumulative Impact	57,500	\$55.6 million	\$87.1 million

Source: Cascadia Partners, Achieving Tourism Growth Targets, June 2022



TARGET AUDIENCES

ENGAGED EXPLORERS

This is the primary audience for wine touring

- Engaged Explorers are between the ages of 39 and 54 years.
- The largest segment of regular wine drinkers in Canada – 29% by 2025.
- Wine is important to their lifestyle and, as a result, are willing to invest their time and money.
- Confident wine drinkers and enjoy discovering new wine.
- The most involved within the wine category and drink frequently.
- Wine tourism activity levels are significantly higher than those of the other segments.
- Spend the most time on social media and participate in social networks and apps regarding wine.
- Most likely to have older children living at home (able to be left alone).

ENTHUSIASTIC LEARNERS

This is the secondary audience for wine touring as they need to be developed to support the industry long-term.

- Millennials between the ages of 26 and 38 years.
- Due to their limited financial capacity, a preference for premium spirits and craft beers, delayed careers, negative health messaging regarding alcohol, and the legalization of cannabis, this segment has temporarily stalled in growing their wine consumption. Leveraging the local angle position is highly attractive for this group.
- By 2025, this group will account for 27% of regular wine drinkers in Canada.
- Open to unfamiliar or new wines and wine styles. Less interested in domestic wines and more enthralled by new regions.
- Lead the way in purchasing sustainable and environmentally friendly wines and are willing to pay more for those.
- Most likely to be encumbered by young children when travelling.

MATURE MAINSTREAMERS

This is the tertiary audience for wine touring as they are an established audience with less desire to explore new wineries.

- Baby boomers between the ages of 55 and 73 years.
- Frequent wine drinkers who enjoy drinking wine at home in the evening with a meal.
- Because of their experience, they feel competent in their wine knowledge.
- They are the least likely of the segments to experiment and try new wines, preferring to stick with their favourites.
- They are well-off, but budget conscious.
- While they are budget-oriented, they are willing to pay more for better quality wines.
- They prefer domestic wines, and they purchase wine based on recommendations by a critic or a wine column.
- They participate in wine tourism but prefer staying at a luxury hotel and only visiting one or two of their favourite wineries.

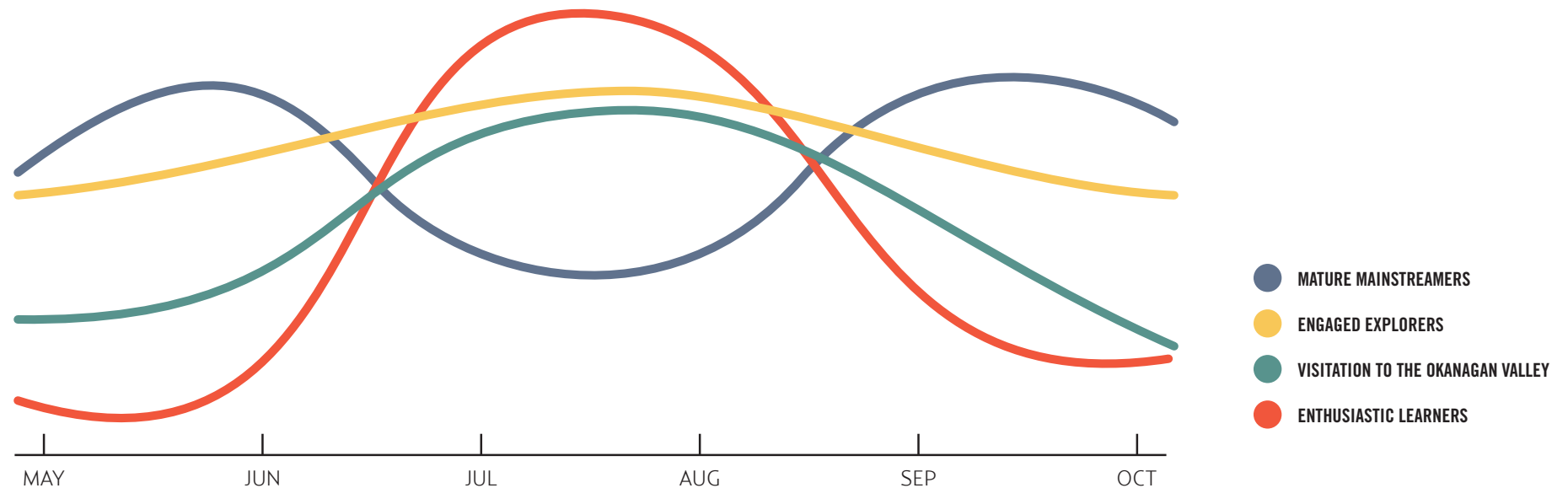
STRATEGIC FOCUS BY SEASON

One of the challenges faced by the wine tourism sector is the inherent seasonality. This can be addressed by targeting different segments in different seasons as each target audience has different desires and constraints for travel.

Four factors drive seasonality:

- The school year for those with children
- Weather
- Climate events (smoke, heat dome)
- Crowds

By flattening the demand curve and not marketing when there is limited capacity, we will ensure that wine tourism's social license will endure.



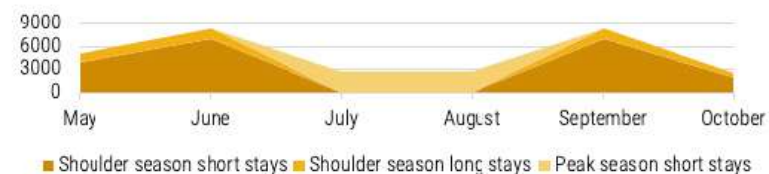
VISITOR IMPACT BY TRAVELLER AUDIENCE

The wealth, free time, and lack of seasonal constraints make **Engaged Explorers** the highest priority target for WGBC. Although there is still potential to grow visitors in the summer peak, most growth from this segment should come from the shoulder season. Without school-aged children, these working professionals will find it easy to escape to wine country for a couple days (short trip), but work obligations are a barrier to extended stays. This segment is the best investment for near and medium term revenue as it includes consumers at the peak of their wine consumption.

Despite making up the majority of visitors to the Thompson-Okanagan during the peak season of July and August, **Enthusiastic Learners** provide comparatively little value as wine tourists. They are not yet enthusiastic drinkers of wine and, with children in tow, are unlikely to visit many wineries on their trips to wine regions. Enthusiastic Learners, represent the long term future of wine tourism. These millennials already love to visit wine regions, but do not find wine experiences that match their values and lifestyle. Product development will be key to growing wine tourism from this segment over the long term.

Similar to Engaged Explorers, **Mature Mainstreamers** have the wealth and free time to be active wine tourists. Often retired or partially retired, these visitors will often have extended stays in wine regions. Without children in tow and with reduced or absent work obligations, Mature Mainstreamers offer an excellent opportunity to grow shoulder season visitation. This segment is strong for near-term revenue, but are past their peak travel and wine consumption years. Each Mature Mainstreamer converted to wine touring will tend to tour and consume less rather than more as the years go by.

New Visitors - Engaged Explorers



New Visitors - Enthusiastic Learners



New Visitors - Mature Mainstreamers



ECONOMIC IMPACT BY TRAVELLER AUDIENCE

OVERALL IMPACT

The overall economic impact from new trips and trip extensions is distributed across types of travellers, with different travellers offering opportunities for growth in different seasons. Overall, nearly half of growth will come from Engaged Explorers, spread across both new visits and extended stays. Enthusiastic Learners and Mature Mainstreamers however will see growth from different sources, with Enthusiastic learners primarily extending trips and Mature Mainstreamers increasing the frequency of trips.

CHANGING BEHAVIOUR

In addition to extending the stays of some visitors, we expect this plan to also change visitors' behaviour during those stays: increasing the share of their trips they spend wine touring. Although difficult to quantify, substituting wine touring for less expensive activities such as hiking, biking and visiting beaches will increase visitors' overall spend. This shift in behaviour is particularly desirable among Enthusiastic Learners who are frequent visitors to wine regions but visit wineries at lower rates than older travellers.

OVERALL ECONOMIC IMPACT

	ENGAGED EXPLORERS	ENTHUSIASTIC LEARNERS	MATURE MAINSTREAMERS
Total anticipated direct revenue impact	\$24.5 million	\$16.1 million	\$15.0 million

NEW TRIPS

	ENGAGED EXPLORERS	ENTHUSIASTIC LEARNERS	MATURE MAINSTREAMERS
Shoulder season short stays	20,000	-	10,000
Shoulder season long stays	4,000	-	6,000
Peak season short stays	5,500	6,000	-
Peak season long stays	-	3,000	-
Cumulative tourists impact	29,500	9,000	16,000
Anticipated direct revenue impact	\$17.2 million	\$8.0 million	\$11.4 million

EXTENDED TRIPS

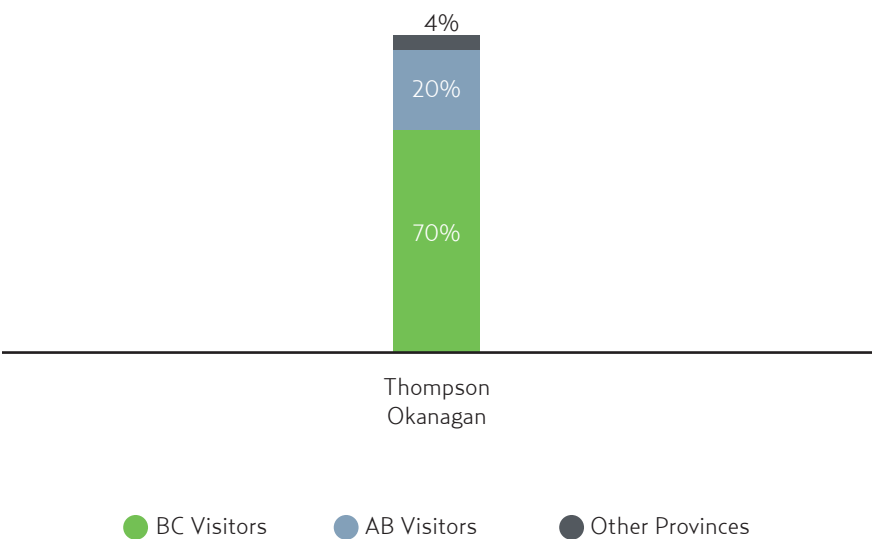
	ENGAGED EXPLORERS	ENTHUSIASTIC LEARNERS	MATURE MAINSTREAMERS
Shoulder season extended stays	24,000	-	15,000
Peak season extended stays	5,000	30,000	-
Cumulative Extended Stays	29,000	30,000	15,000
Peak season long stays	-	3,000	-
Cumulative tourists impact	29,500	9,000	16,000
Anticipated direct revenue impact	\$17.3 million	\$8.1 million	\$3.7 million

REGIONAL TARGETING

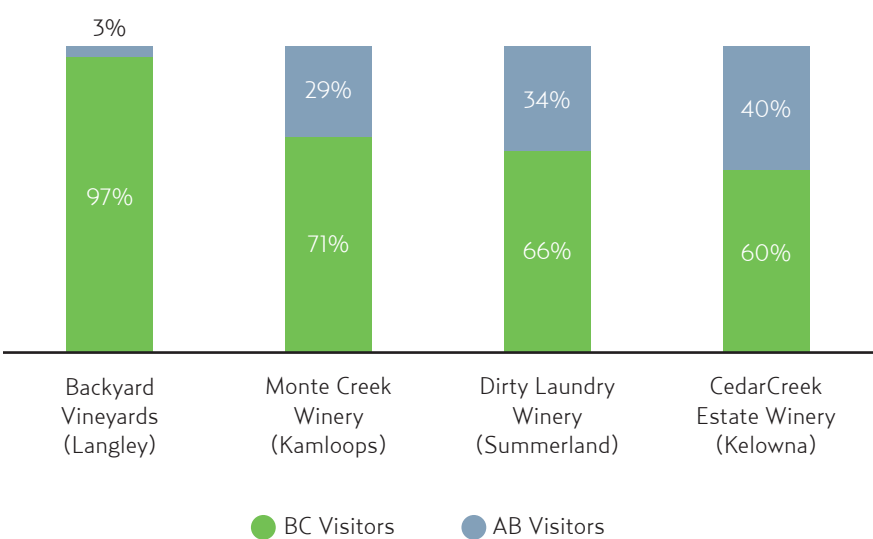
There can be significant differences in the potential for source markets to provide growth. Data from Destination BC is being compiled to conduct this analysis and make geographic focus recommendations. Province level data is shown below, with regional and postal-code level data to follow by late summer this year.

Initial results show that Albertans visited Thompson-Okanagan wineries at significantly higher rates than their overall visitation to the Thompson-Okanagan in 2019. Albertans are significantly more likely to be wine tourism visitors than British Columbians. Visitation by region varies substantially depending on the location of the winery.

Visitors to the Thompson-Okanagan, 2019¹



Visitors to BC Wineries, 2020 & 2021²



1. Statistics Canada's National Travel Survey, 2019 (day trips excluded).
2. PRISM MobileSpaes data provided by Destination BC, AB and BC Visitors only, (local FSAs excluded)

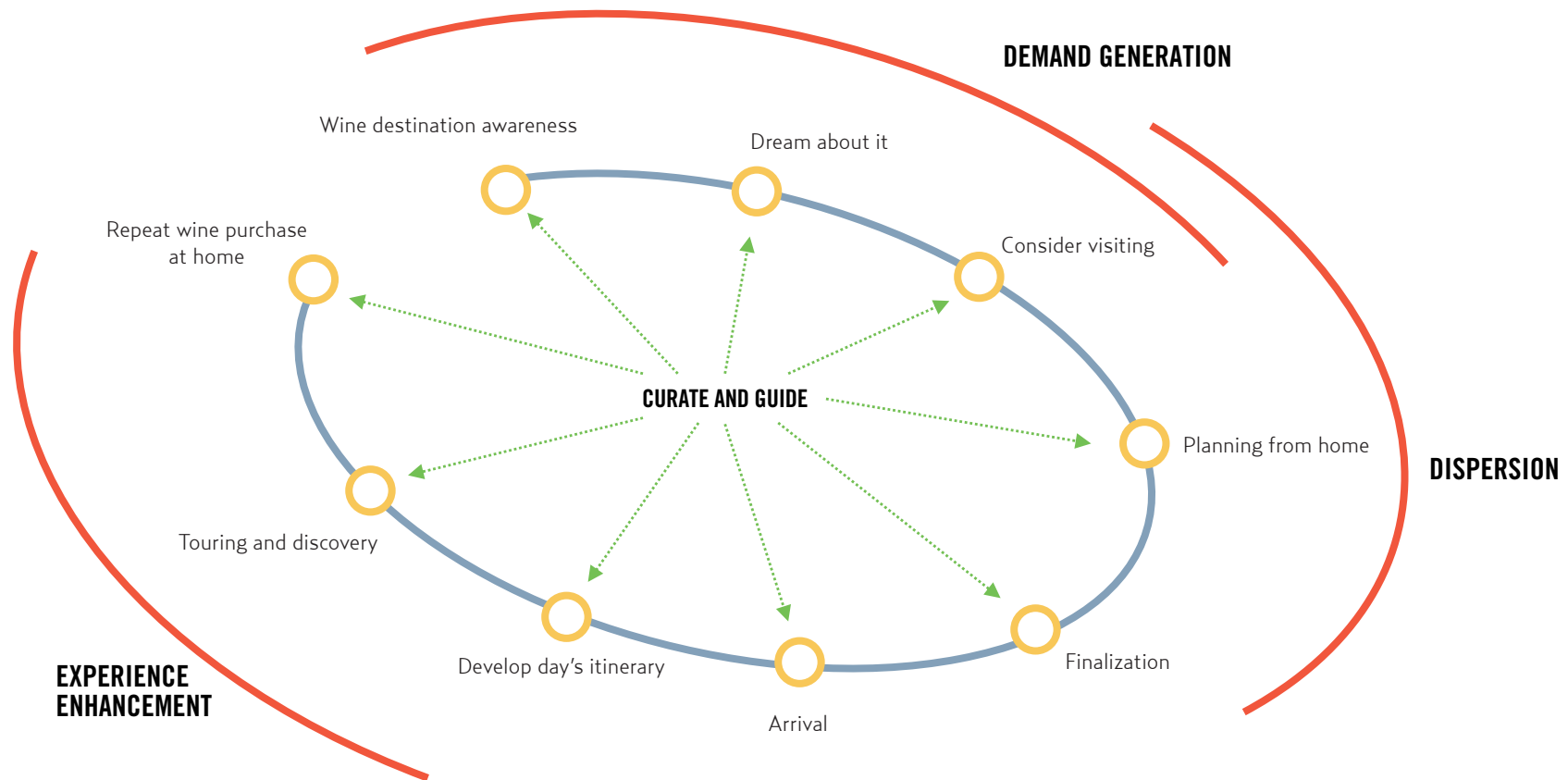
WINE TOURISM PATH-TO-PURCHASE

Demand generation, dispersion across regions and seasons, and experience enhancement will be focused on different parts of the path to purchase.

Demand generation increases the total number of visitors to wineries either through attracting new consumers or increasing how often existing consumers visit.

Dispersion spreads out visitors, expanding the overall capacity and resilience of the industry.

Experience enhancement improves the quality of the experience for wine tourists.



STRATEGY PILLARS

This plan is built on 10 areas of strategic focus that are housed under three major strategy pillars: Brand Building, Intelligent Marketing, and Experience Making.

BRAND BUILDING

Brand building includes actions that work to support and promote the Wines of BC brand, while infusing the brand into customized experiences for visitors. Bonds between visitors and place will be nurtured as they are engaged through unique place-based narratives that create a long-term emotional connection to wine touring.

INTELLIGENT MARKETING

Data that is gathered, analyzed and utilized for strategic marketing decisions on an ongoing basis will secure the competitive strength of wine tourism. Strategies under this pillar will use data to focus marketing for targeting visitors, driving dispersion, and to thoughtfully engage audiences through various digital platforms. Wine Growers BC can increase the efficiency of its members' own marketing by sharing insights that smaller organizations do not have the capacity to generate on their own.

EXPERIENCE MAKING

Experience making will enhance the visitor journey through the development of innovative and personalized experiences across sectors, seasons, and regions. Industry will be empowered to collaborate and curate offerings that collectively strengthen the wine tourism experience. Maintaining a high level of creativity and excellence in experience making will ensure visitation to BC's wine regions continues to strengthen and grow.

STRATEGY OVERVIEW

BRAND BUILDING



Intimate place-based positioning

Position wine tourism as deepening the bonds between people, wine and food with the awe-inspiring wine regions of BC.

INTELLIGENT MARKETING



Regional cross-promotion

Target current visitors to one wine region to visit a different wine region in the future.



Focused digital marketing

Attract new visitors and disperse wine tourism to areas with capacity and increasing overall revenues from wine tourism.



Data-driven targeting

Use DBC data to target specific and seasonal audiences.



App development

Increase functionality and engagement with the Wines of BC Explorer App.

EXPERIENCE MARKETING



Experience development

Foster experiential innovation among wineries in the province by providing inspiration and connections.



Themed routes and clusters

Identify common values and drivers of wine tourism and curate specific clusters and routes, such as Sustainable or Family Friendly.



Leverage festivals and events

Promote existing shoulder season festivals and events to attract older visitors.



Champion new culinary experiences






















Engage and promote new high quality culinary experiences.



Local food focus











Focus the "food element" of tourism on local food, including farms, markets, retailers and restaurants.

STRATEGIC FOCUS

	DEMAND GENERATION	DISPERSION	EXPERIENCE ENHANCEMENT
Intimate place-based positioning			
Experience development			
Focused digital marketing			
Data-driven targeting			
App development			
Regional cross-promotion			
Themed routes and clusters			
Leverage festivals and events			
Champion new culinary experiences			
Local food focus			



STRATEGIC EVOLUTION

	NEW	ENHANCED
Intimate place-based positioning		
Experience development		
Focused digital marketing		
Data-driven marketing		
App development		
Regional cross-promotion		
Themed routes and clusters		
Leverage festivals and events		
Champion new culinary experiences		
Local food focus		



DIGITAL STRATEGIES

INTIMATE PLACE-BASED POSITIONING

Each wine region in BC, and indeed each winery, is a unique place with its own stories. In turn, wine tourists will create their own stories as they visit the land and enjoy the wine that comes from it. Position wine tourism as naturally grounded in the land and leverage these experiences to deepen the bonds between people and place. Surprise visitors with what they will learn, taste, and celebrate.

Develop place narratives. Collect, write or commission stories of place for BC's wine regions. These narratives should emphasize personal stories of meaning grounded in place rather than history and luxury. Different stories can exemplify different aspects of the brand of Wines of British Columbia.

EXPERIENCE DEVELOPMENT

Although Wine Growers BC doesn't control individual winery tasting experiences, it can foster experiential innovation among wineries in the province by acting as an information hub —collecting local knowledge and bringing in expertise from other wine regions. The pandemic has forced rapid changes in the tasting experience. Some of these changes should be happily discarded, while others should be celebrated and adopted widely.

Younger wine drinkers, especially in the Enthusiastic Learners segment, are more ethnically diverse and health conscious than previous generations. They shy away from explicit displays of wealth, but eagerly seek out experiences that demonstrate their values in photogenic locations. They are less likely to focus on the cost of a bottle and more likely to talk about how a brand is making the world a better place. These wine drinkers are seeking experiences that are unusual, intimate and personally meaningful.

Research shows that the Okanagan Valley and the Similkameen Valley lead the province in compelling wine experiences. Wineries in other regions can draw on the knowledge from these leaders and all have much to learn from wineries around the world. (WGBC's 2016 and 2018 benchmarking surveys conducted across tourists from BC and Alberta.)

Experience development speaker series. Invitational speaker series bringing in experts from leading international wineries. Structure discussion into the series so that local wineries can share their own philosophy, successes and failures in innovative tasting and touring experiences.

Advocate for policy changes. Innovation in winery experiences is constrained by current LCRB licensing requirements. Wine Growers BC can advocate to liberalize regulation (i.e., site wide wine-by-the-glass endorsement).

DIGITAL STRATEGIES

FOCUSED DIGITAL MARKETING

Digital marketing aimed at prime wine tourist segments will be essential to dispersing wine tourism to areas with capacity and increasing overall revenues from wine tourism. Careful management of campaign timing and audience will increase both awareness and consideration. Digital marketing should focus on prompting the highest value slices of Engaged Explorers to travel as this segment is both least constrained by family and not yet fixed in their wine and travel preferences. Fresh survey data and PRIZM data from Destination BC will allow for highly focused targeting.

Many smaller wineries lack capacity to coordinate narrow segment-based targeting or in-destination, location-based targeting. WGBC can support these wineries directly through campaigns as well as by providing focused, data-driven targeting tools (see below). Location-based targeting in particular may be effective in increasing the number of wineries visited for tourists already inside a wine region.

Seasonal campaigns. Maximize use of winery capacity and visitor numbers by promoting shoulder-season tourism in the Okanagan and year-round tourism in other wine regions.

Partner with Provincial DMOs and wine

associations. To increase visitation and disperse wine tourism across regions and seasons, WGBC's marketing objectives will often be well aligned with the objectives of DMOs. Partnerships could help supply DMOs and wine associations with assets that they are often hungry for or more simply coordinate consistent messaging.

Align marketing strategies with sector partners.

Create opportunities for collaborative discussions with sector partners to align strategies that support segment-based targeting and driving should season visitation across regions.

DATA-DRIVEN TARGETING

With the recently concluded study of wine drinking segments and ongoing PRIZM data from Destination BC, WGBC will have a wealth of targeting data to share with members. This data will include wine consumption, wine & food festival/show attendance, demographics, and media consumption information. Taken together, WGBC can provide targeting guides for both broad and highly specific audiences.

Examples include:

- Family marketing to Vancouver and Calgary for July and August trips.
- South Asian marketing strategy to Surrey (esp. younger wine drinkers).
- Media and geography guides that identify the highest potential wine tourists.

Audience one-pagers. Develop and distribute targeting guides to wine growers as single-page summaries in a digestible format. These one-pagers can also serve as guides for collaborations with DMOs, hotels and restaurants with similar marketing targets.

FB/Insta integrated targeting. Through a media partner, develop a targeting tool that can be integrated with growers' Facebook/Instagram accounts.

DIGITAL STRATEGIES

APP DEVELOPMENT

Enhance functionality, adoption, and activation of the Wines of BC Explorer App to reach its full potential. The app can be elevated to better facilitate planning and be more accessible to less sophisticated wine drinkers.

Functionality

Curated routes: expand and enhance curated routes and recommendation functions for users to easily build an itinerary. Examples include additional themed routes, a winery randomizer, and recommended wineries based on app tasting profiles.

Advice: provide advice for users through "Ask an Expert" and provide a recommended list of experts to follow via social media.

Navigation: enhance the mapping features by providing a link to Google Maps for curated routes. Integrate links to reservation systems for wineries and select restaurants.

Post trip purchases: allow users to look up that BC wine they loved and see at what retail locations they can get it back home.

Local food: in addition to restaurants, locate markets, food stands, and other private food operators on the app. Offer local wine & food pairing suggestions.

Adoption

Promotion: have QR codes at select restaurants to promote the app. Further promote the app at airports, retail locations (i.e., Save-On-Foods), via influencers, and through WGBC owned social media accounts.

Activation

Optimization: of general presentation and navigation within the app (see functionality review).

Wine trivia: a game for in-destination or at home through the app. Each play equals an entry into a draw for a wine vacation.

Wine achievements: offer digital awards/badges for touring a set of wineries (one per region), tasting sets of wines, checking in at a certain number of wineries, etc.

Visuals: move beyond series of lists and become more visual.

All content on the app should also be marketed through different channels.

Use this QR code to download and enjoy the Wine of BC Explorer App.



DIGITAL STRATEGIES

REGIONAL CROSS-PROMOTION

The visitor who is most likely to visit two wineries is the visitor who has already visited one winery. By encouraging their patrons to visit wineries in other regions, growers can increase wine tourism in other regions and in turn benefit from visitors to those other wine regions adding their winery to their itinerary on their next trip.

Within the same region, wineries can collaborate with complementary experiences — breweries, distilleries, restaurants and orchards to build a stronger overall tourism product. This strategy will be particularly effective for wineries outside the Okanagan.

Winery matchmaking. Encourage wineries to match themselves with wineries in other regions that share similar values, tasting experiences or vintages. Develop a standard for what it takes to be a “twin” with regards to promotional space, location and intensity. A common standard will ease cooperation and keep cross-promotion equitable.

Complementary experiences. Encourage wineries to pair themselves with breweries, distilleries, restaurants and orchards within their own regions. As with Winery Matchmaking, develop a standard for

what it takes to create a reciprocal relationship with regards to promotional space, location and intensity.

Cross promotion by grape variety. Cross-promote regions to drive dispersion by encouraging consumers to compare their favourite grape variety between regions. For example, Pinot Noir enthusiasts enjoying this variety in the Okanagan Valley can be encouraged to visit Vancouver Island next to experience the different notes and characteristics of the same variety in a new region.



DIGITAL STRATEGIES

THEMED ROUTES AND CLUSTERS

Different consumers are best suited to different wineries. By identifying and indexing common themes in the values or tasting experiences of wineries, WGBC can help visitors find the growers they'll love in routes and clusters.

Sustainability is increasingly a driver of purchasing decisions, especially around luxury purchases and for younger generations. These Enthusiastic Learners currently drink less wine and are less likely to visit the Okanagan than older generations. An easy guide to finding sustainable vineyards and wineries may help draw Enthusiastic Learners to the Okanagan.

July and August are peak holiday times for young families. In the Thompson-Okanagan especially, this leads to a dramatic change in the makeup of visitors – with families from greater Vancouver and Alberta making up the majority of visitors. Wine regions in BC, with their safety, proximity and wealth of outdoor experiences are well suited to active young families. However, wineries themselves often offer little to entertain children while their parents enjoy the vineyard. Not all wineries should be tailored to children, but by highlighting those that do welcome children, WGBC can increase the share of visitors to

wine regions who visit wineries. These added visitors will increase revenue in the short term and in the long term create more dedicated wine tourists as Engaged Explorers age into Mature Mainstreamers.

Sustainable routes and clusters. Sustainable Wine Growing British Columbia certifies both wineries and vineyards based on their practices. WGBC should index certified growers and promote them collectively through the Wines of British Columbia app and elsewhere. Making sustainable growers easy to find will engage all consumers passionate about sustainability but will be particularly effective for British Columbian Enthusiastic Learners and Engaged Explorers – groups that highly value sustainability.

Family routes & clusters. Identify family-friendly wineries in the Wines of BC Explorer App and elsewhere.

Build maps pairing family-friendly wineries with nearby attractions appealing to children (playgrounds, splash parks, petting zoos, etc.).



DIGITAL STRATEGIES

LEVERAGE FESTIVALS AND EVENTS

As WGBC and DMOs across the province have already recognized, festivals and events are key opportunities to spread visitation to the shoulder season. For wineries, festivals in May, June and October are essential for bringing Mature Mainstreamers into wine regions outside the peak summer season. These visitors are inclined towards more traditional wine tasting experiences and will often anchor their festival experience on a visit to their favourite winery or wineries in the area. WGBC could support festivals through funding, promotion and providing targeting information to DMOs and individual wineries.

Events-based promotion of wine touring through limited-time, extraordinary experiences are especially appealing to the younger Enthusiastic Learners group. Through speakers or workshops (see Experience Development above), WGBC can disseminate knowledge and ideas for successful events. With targeting tools (see Audience one-pagers above) WGBC can help wineries pair their events with the best potential audiences. Events (vs. festivals) will perform best for wineries near the Vancouver Metro area and Victoria, appealing to the desire for social experiences of Enthusiastic Learners.

Events workshop. Bring together leading local wineries to discuss failures and successes in designing events for young wine tourists. An excellent opportunity for the younger staff at wineries to contribute to product development.

Influencers driving attendance & purchase.

Influencers are an effective aid to most social strategies. Industry best practice has increasingly moved away from soliciting promotion by general influencers with millions of followers to a focus on topic-specific influencers with smaller followings (tens or hundreds of thousands). This is especially relevant for industries like wine that have large gaps in knowledge between experts and laypeople.

Identify and sponsor influencers to attend events (Enthusiastic Learners; Instagram) or purchase their favourite local wines discovered through touring (Mature Mainstreamers; Facebook).

CHAMPION NEW CULINARY EXPERIENCES

Be a resource and the arbiter of taste for consumers seeking premium wine and food experiences. Engage and promote new, high quality culinary experiences across the province. Use these opportunities to

strengthen relationships with local food service providers and to bolster the reputation of WGBC as tied to superior wine & food experiences.

Culinary push notifications. Offer the ability through the app or email to opt in and receive a push notification when a new culinary experience arrives in a destination.

LOCAL FOOD FOCUS

Focus the “food element” of tourism on local food, including farms, markets, retailers and restaurants. Direct consumers to the exceptional dining, touring, tasting, and food shopping opportunities in their region of travel.

Build an inventory of exceptional local food. Curate an easily accessible list of local food resources available on the website, through the app, and via social media. These locations can be built into themed routes or flagged as noteworthy places to visit between wineries.

INVESTMENT OVER TIME

STRATEGY	2023	2024	2025	2026	2027
Intimate place-based positioning	20%	15%	10%	10%	10%
Experience development	5%	5%	5%	5%	5%
Focused digital marketing	25%	30%	30%	35%	30%
Data-driven targeting	5%	5%	5%	5%	5%
App development	5%	5%	10%	5%	10%
Regional cross-promotion	-	5%	5%	5%	5%
Themed routes and clusters	15%	15%	15%	15%	15%
Leverage festivals and events	15%	10%	10%	10%	10%
Champion new culinary experiences	-	5%	5%	5%	5%
Local food focus	10%	5%	5%	5%	5%










WINES OF
BRITISH COLUMBIA

WINE GROWERS BRITISH COLUMBIA

WineBC.com

-  facebook.com/winebcdotcom
-  @WineBCdotcom
-  @WineBCdotcom
-  Wine Growers British Columbia
-  Wines of British Columbia

Tel 250.762.9744

Fax 250.762.9788

Toll-Free 1.800.661.2294

Suite 470 - 1726 Dolphin Avenue
Kelowna, British Columbia V1Y 9R9



APPENDIX



CASCADIA
PARTNERS

The Value of Wine Tourism in British Columbia

July 2022

Prepared By:

Cascadia Strategy Consulting Partners Ltd.

420 – 1090 Homer St. Vancouver, BC. V6B 2W9

Jonathan Snoek *(Primary Contact)*

jonathan@cascadiapartners.ca

(778) 233-5770

Liam Elbourne

lelbourne@cascadiapartners.ca

(236) 999-2647



**WINES OF
BRITISH COLUMBIA**

The Growth of Wine Tourism in British Columbia, 2015 – 2019

In 2017, Canada’s Wine Economy – Ripe, Robust, Remarkable was published, outlining the profound economic impact of the wine economy in Canada’s four grape-growing provinces. Measured in 2015, the study estimated the revenue and labour market benefits generated by a range of activities in the industry value chain, including tourism. In British Columbia, this included an estimated 1 million tourists, \$452 million in tourism-related revenue, and \$147 million in wages across 2,615 tourism-related jobs.

Since then, Wine Growers BC has invested heavily in wine tourism marketing. Funded through a matching agreement with Destination BC, Wine Growers BC has spent about \$2 million on marketing initiatives which encourage tourists to swap BC’s ‘Golden Triangle’ (Vancouver, Victoria, and Whistler) for BC’s wine regions (many of which are in the interior). Now, Wine Growers Canada’s latest economic impact report (titled Canada’s Wine Economy – Growth and Innovation Through Global Challenges) sheds light on the growth of wine tourism in British Columbia from 2015 to 2019 and, crucially, the extent to which marketing investments prior to COVID-19 were effective.

	2015	2019
Tourism		
Number of Tourists	1,000,000	1,191,500
Average Spend per Tourist	\$246	\$325
Economic Impact¹		
Revenue	\$452.1 million	\$609.0 million
Wages	\$147.2 million	\$174.7 million
Jobs	2,615	3,912

Table 1: Volume and economic impact of wine tourism in BC

It is clear from the strong growth of wine tourism in British Columbia over this period that these investments were well-allocated (see Table 1). In just four years, the number of tourists visiting BC wineries each year increased by 191,500 (up 19.2% from 2015). This was accompanied by the creation of 1,297 new jobs in wine tourism (up 49.6%) and an increase in the annual economic impact of the wine tourism industry of \$184.4 million (up 30.8%). As illustrated in the next section, this growth is all the more impressive in comparative terms.



Figure 1: Distribution of wine regions in British Columbia

¹ These figures include direct, indirect, and induced effects associated with wine tourism.

Comparative Growth of BC Wine Tourism

To evaluate the relative growth of BC wine tourism between 2015 and 2019, two natural comparisons are overall tourism in British Columbia and wine tourism elsewhere in Canada. In both cases, BC wine tourism comprehensively outperformed its comparators.

First and foremost, BC wine tourism grew at nearly twice the rate of overall tourism in British Columbia in terms of both annual tourist volume and revenue (see Figure 2). With a well-known concentration of tourism activity in the Metro Vancouver, Vancouver Island, and Whistler areas, this pattern illustrates the important role that Wine Growers BC is playing in re-distributing tourist activity toward less highly trafficked areas of the province.

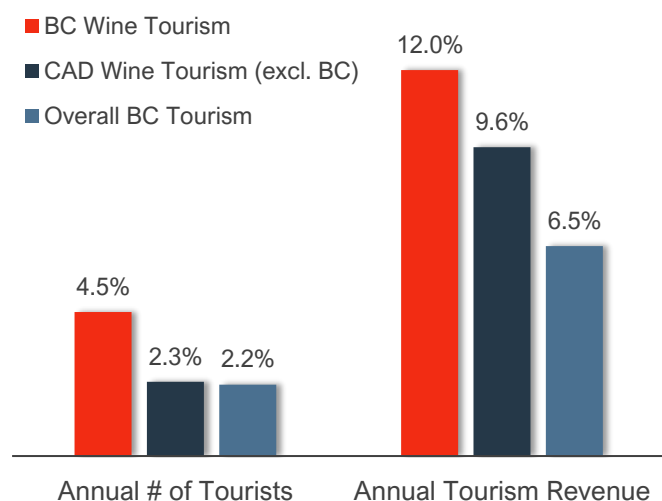


Figure 2: Annual rates of tourism growth, 2015 - 2019

While it may be tempting to attribute this trend to a growing interest in wine nationwide, data on wine tourism elsewhere in Canada suggests otherwise. Wine tourist volume elsewhere in Canada – driven predominantly by the Ontario wine industry – grew at nearly half the rate observed in British Columbia (4.5% vs 2.3%). Given geographic differences between the provinces, this is a tremendous accomplishment. In British Columbia, the Okanagan Valley is upwards of four-and-a-half hours from

Vancouver by car (and over seven hours from Calgary), posing a higher hurdle to attracting tourists and likely skewing tourist visits to multi-day stays. By contrast, the Niagara region is just one-and-a-half hours from Toronto by car. Similar observations hold in both Nova Scotia and Quebec. The BC wine industry also outpaced its Canadian counterparts in terms of annual tourism revenue growth.

The Economic Impact of Maintaining Wine Tourism's Growth Trajectory

The BC wine industry has demonstrated its ability to put marketing investments in wine tourism to work, doubling the growth rates of both wine tourism elsewhere in Canada and overall tourism in British Columbia. This strong historical performance suggests that through continued marketing investment by Wine Growers BC (supported by public funding), wine tourism in British Columbia can continue to outpace the growth of overall tourism in the province.

Compared to a situation in which wine tourism grew at the rate of overall tourism in British Columbia², maintaining wine tourism's strong level of growth would deliver tremendous value to the BC economy. First and foremost, this would be realized through a dramatic increase in tourist volume. As illustrated by Figure 3, the BC wine industry would see an additional 290,000 tourists between 2023 and 2026.

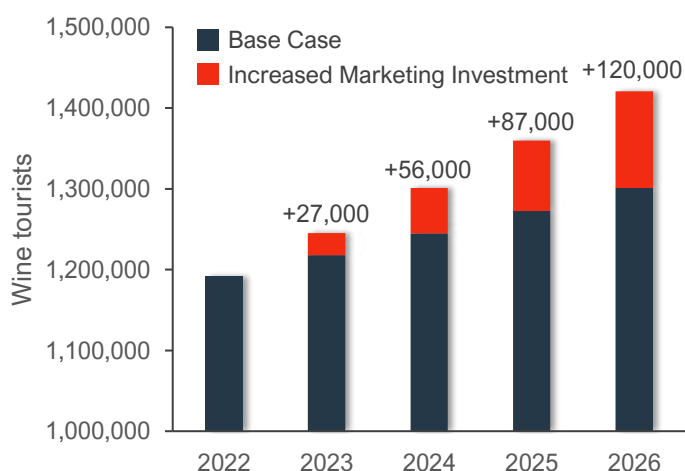


Figure 3: Incremental tourist volume generated by maintaining BC wine's current growth trajectory

² We assume that in the absence of ongoing marketing investments, wine tourism in BC would revert to the growth rate of overall tourism in BC. See Appendix for detailed methodology.

This increase in tourist volume would result in large increases in revenues attributable to wine tourism in British Columbia. In total, an additional \$399.4 million in revenue would be generated over the four-year period by the increased tourist activity. This incremental growth is depicted in Figure 4.

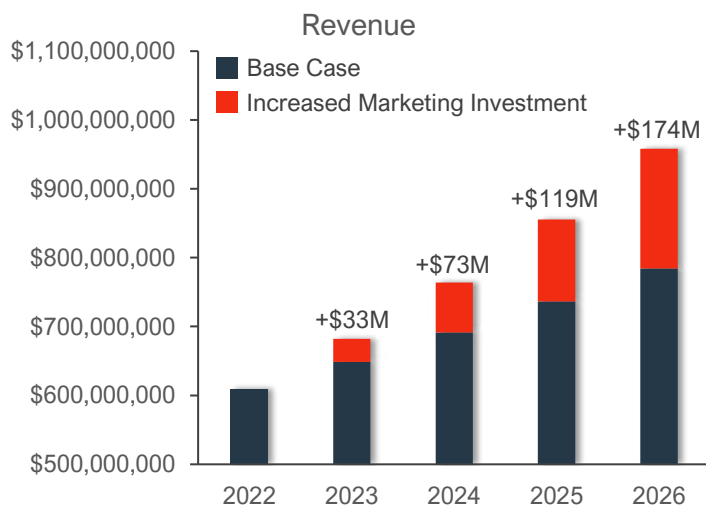


Figure 4: Incremental tourism revenue² generated by maintaining BC wine's current growth trajectory

Finally, to service this increased tourist activity, an additional \$66.0 million in wages across 1,117 tourism-related jobs would be created relative to the status-quo scenario. The incremental wages and jobs generated are depicted in Figures 5 and 6, respectively.

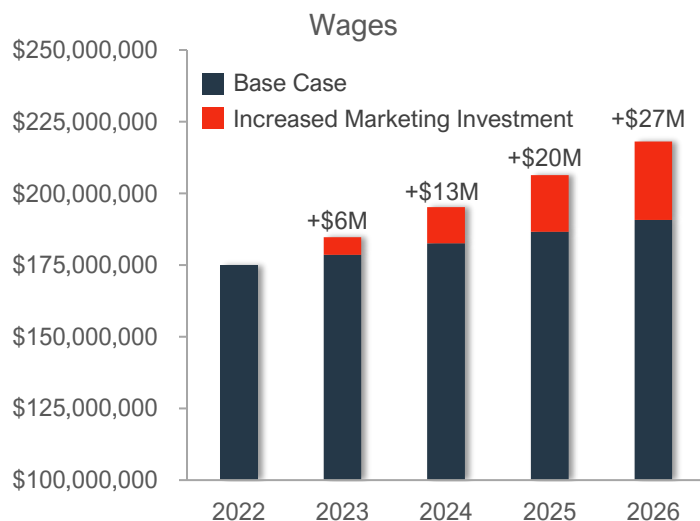


Figure 5: Incremental wages² generated by maintaining BC wine tourism's current growth trajectory

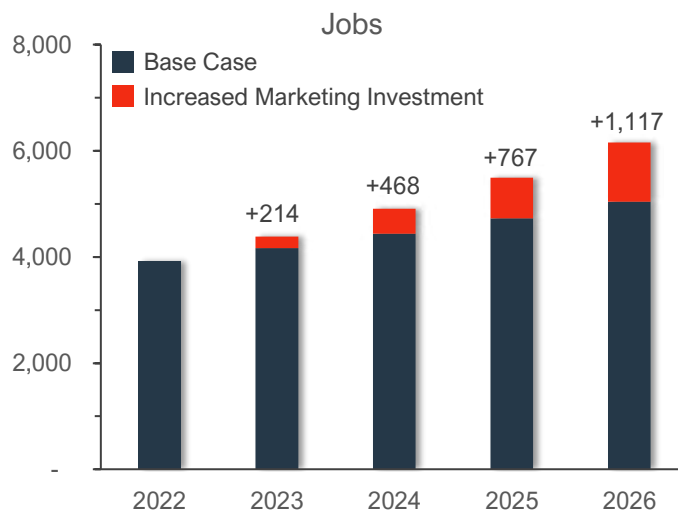


Figure 5: Incremental jobs generated by maintaining BC wine tourism's current growth trajectory

Tourism Growth Requirements and the Value of a Tourist Visit

Achieving this level of growth over the next four years will require the BC wine industry to generate annual increases in tourist volume, direct revenue, and jobs of:



57,500 new tourists
visiting BC wineries



\$55.5 million in new
direct tourism revenue³



400 new jobs in
wine tourism³

Achieving this level of growth will require a clearly articulated tourism strategy which, amongst a plethora of other considerations, considers the marginal value a tourist visit. Crucially, as revealed by data from Statistics Canada's National Travel Survey on tourism to the Thompson-Okanagan region, this differs based on:

- what time of year the visit occurs,

² These figures include direct, indirect, and induced effects.

³ Note that indirect and induced revenue and jobs accrue on top of these figures.

- whether it is a new tourist or a tourist that is extending an existing trip, and
- the duration of their stay.

A few observations emerge from this data. First, average daily spend is decreasing in trip duration. That means that the longer tourists stay, the less they spend each day. As a corollary based on average trip duration, a new unique visit is relatively more valuable than an extension to an existing trip. However, we note that this is likely balanced by a higher marketing cost to attract new unique visits (relative to trip extensions)⁴. Finally, tourists tend to spend more in the summer than in the shoulder seasons. While this final observation would suggest targeting summer tourists exclusively, it needs to be balanced against capacity constraints at both wineries and the local hospitality industry.

Tables 2 and 3 provide a summary of this analysis, outlining the value of new and extended tourist visits based on the duration of the visit and the season in which the visit occurs. These tables should serve as a vital input to strategic planning in order to meet the tourism growth targets outlined in this report.

April – June (Calendar Q2)	
Target Type	Avg. Value
New short stay (1-2 days)	\$451
New long stay (3+ days)	\$1,146
1-day extension to short stay	\$303
1-day extension to long stay	\$222

Table 2: Value of new and extended tourist visits between April and June, by trip duration

July – September (Calendar Q3)	
Target Type	Avg. Value
New short stay (1-2 days)	\$656
New long stay (3+ days)	\$1,340
1-day extension to short stay	\$353
1-day extension to long stay	\$239

Table 3: Value of new and extended tourist visits between July and September, by trip duration

⁴ Data on marketing penetration rates is not available to validate this claim.

APPENDIX

Data Sources

Data on the economic impact of wine tourism comes from Wine Growers Canada’s 2017 and 2022 publications [Canada’s Wine Economy – Ripe, Robust, Remarkable](#) and Canada’s Wine Economy – Growth and Innovation Through Global Challenges.

Data on overall tourism, including both traffic and revenue, comes from Destination BC’s [2020 Value of Tourism / 10 Year Trend Data Tables](#) (published in February 2022).

Data on tourist volume and spend to the Thompson-Okanagan region comes from Statistics Canada’s [National Travel Survey](#).

Methodology – The Economic Impact of Maintaining Wine Tourism’s Growth Trajectory

To estimate the marginal economic impact of maintaining the current growth trajectory of BC wine tourism, Cascadia constructed tourism growth scenarios and applied them to historical data on tourism volume, revenue, wages, and jobs. These scenarios are assumed to be driven by increased levels of marketing investment, with more aggressive investment resulting in higher levels of growth. The assumed growth rates are outlined in Table 3 below.

indirect/induced revenue and wages calculated by applying the economic impact multipliers implied by the 2022 economic impact study cited above. With more recent data (i.e., post-COVID-19) unavailable, we have assumed that tourism will have recovered to its pre-COVID levels by the summer of 2022. That is, we have assumed baseline tourism traffic, revenue, wages, and jobs in 2022 are at the levels observed in 2019 and forecast the growth of these variables over the years 2023 to 2026.

Marginal economic impact was calculated as the difference in revenue, wages, and jobs between these two scenarios.

Scenario	Annual Growth Rate		
	Tourist Volume	Revenue	Wages
Maintaining historical wine tourism growth	4.5%	12.0%	5.7%
Reverting to overall BC tourism growth	2.2%	6.5%	2.2%

Table 3: Assumed growth scenarios

For each scenario, these growth rates were applied to the baseline levels of tourist traffic, direct revenue, and direct wages over a four-year period, with

ABOUT CASCADIA PARTNERS

Cascadia Partners is an established, interdisciplinary management consulting firm with expertise in five areas:

- **Business Transformation & Technology** - Selecting, customizing, and implementing technology systems to meet business transformation goals
- **Data Analytics & AI** - Collecting, managing, and utilizing data to improve service, reduce costs, and manage risks
- **Strategy** - Aligning teams around a common purpose, set of priorities, and path forward
- **Operations** - Evaluating opportunities for improved efficiency, productivity, service delivery, and engagement
- **Policy & Economics** - Mobilizing capital and advancing policy change through in-depth modelling, analysis, and impact evaluation

We believe hiring consultants should make your life easier, so we built the type of consultancy we would want to work with. Here's what you can expect when you work with us:

- **A Highly Experienced Team** - Every engagement is led by an experienced management consultant.
- **Flexible Working Relationships** - We pride ourselves on eliminating bureaucracy and administrative hurdles from our internal processes, so we are flexible to work to your team's evolving needs and timelines.
- **Consistent Communication** - We won't disappear into a black box then emerge with a lengthy report of recommendations—we work closely and collaboratively with our clients throughout the lifecycle of a project
- **Access to Diverse Skillsets** - We incentivize collaboration across our team to ensure you get access to our full range of skillsets.
- **A Customized Approach** - We don't think it's effective to copy solutions from one client to another. We draw on our extensive experiences in other industries but always customize our approach to our clients' unique needs.

Other Recent Clients

