

Napa Valley Vintners Teaching Winery
Napa Valley College
Marketing and Sales Plan
February 14, 2018

Program Goals and Objectives:

We firmly agree on four key goals for the winery and its production of commercial wines. The four initial goals, in no particular order of priority are as follows:

- 1. Demonstrate excellence in technical education.** The winery operations should provide students with a range of enology and viticulture educational experiences. This means making a range of wines and a range of styles. At the same time, we clearly recognize that the most valuable and rewarding educational experiences for our students are those that best prepare them for the winemaking varietals and styles of the Napa Valley, where the college is located. This means a focus on top-quality hand-crafted wines.
- 2. Generate revenue.** The NVC teaching winery should generate significant revenues for the program. These revenues should, in the final financial analysis, exceed those generated by the sale of the grapes alone or bulk wine. This means that the pricing of our wines must be high enough to generate significant revenues—and it must reflect the quality and appellation of Napa Valley. These decisions must be made by the marketing team based on their experience in the world of wine.
- 3. Be a model program.** The NVC Student winery should serve as a model program for the college, the Napa community, and for other educational institutions on a national scale and on a number of levels. It should be closely integrated with the local wine industry. It should be self-funding and self-supporting. In addition, it should do a superb job of preparing participating students for jobs in the local industry.
- 4. Enhance the image of the Viticulture and Winery Technology program.** The winery and its wines should enhance the image of the NVC Viticulture and Winery Technology program in the eyes of the local wine industry and the world of wine. This local industry is a world leader, and we want our program to clearly communicate to the Napa Valley wine industry that we belong in that category, as well. The wines we produce and sell must belong in this company.

There is a fifth goal, although it might well conflict with some of the goals above.

- 5. Ensure wines are accessible to students.** In some way, we should enable the students in the program at NVC to purchase some of the wines that they have created here. This would reward the students for the many hours of time that they spend in the winery and the vineyard making these wines. And such a program might well build a kind of brand loyalty with that customer base so they continue to purchase the NVC wines long after they have left the program. Please see below for a couple of suggestions on how we can integrate a solution to this challenge.

SWOT Analysis: An analysis of the strengths and weaknesses of our project:

1. Strengths:

- A. Location in America's most famous wine region.
- B. A strong community of alumni and friends of the college.
- C. The freedom to create wines outside of the traditional and predictable range in the wine industry.
- D. A strong faculty with excellent experience in the world of wine.
- E. A strong student volunteer workforce.
- F. A great deal of support from the local wine industry
- G. Good support from local politicians, press, and even state level officials.

2. Weaknesses:

- A. The vineyard location is not the best for growing all of the varieties that are planted there.
- B. The primary goal of both viticulture and winemaking is to educate students, not make a profit.
- C. The current database of alumni and friends of the college is very limited. T
- D. The college does not have full time staff to teach and/or run this sales and marketing program.
- E. Production is limited to 500 cases per year.
- F. The winery operates in the world of business, but cannot move with the expediency and alacrity needed in the world of business.

3. Opportunities:

- A. Potential support and/or participations of leaders, including Governor of California, etc., at a special event.
- B. Gold medals, top critical acclaim for the wines, placing them on a par with top commercial wines from around the world.
- C. Support by other educational institutions from around the state for our wines.
- D. Support by the Napa Valley wineries in recognition of our track record of service to the industry, training top quality employees.
- E. Many sales and marketing opportunities that need minimal action in order to move ahead: "low hanging fruit."

4. Threats:

- A. Political or Organizational opposition to the continued existence (and success) of the winery.
- B. A lack of experience and expertise in the world of wine outside of the VWT program itself—the decision making is perilous.
- C. Changing legislation that would restrict our ability to operate the winery successfully
- D. Opposition by commercial wineries or even distributors to the potential competition we may create for them.
- E. Failure to perform up to the standards and expectations of Napa Valley College, and the California Community College System has the potential for major impact on the program and the college.

Brand Positioning:

Before we move ahead, we first have to tackle two specific tasks:

1. **Develop the key brand messaging based on our SWOT analysis.** This is the key first step, and must be done before further activities. Among the messages that we should include are:
 - a. We are the largest wine school in the USA.
 - b. Our students are creating the future of the world of wine, one bottle at a time.
2. **Develop the parameters for Product, Placement, Pricing and Promotion for the brand.** These four P's will create the marketing positioning for our wines and the brand. This is the key second step that will drive all activities that follow. In the following sections I have made suggestions for many, but not all, of these points.

Strategic Marketing Objectives:

1. Develop and bottle specific wines that will garner great praise and awards--- flagship wines for the whole line that will also serve as icons for the program and the college.
2. Present the wines and the winery as the crown jewel of Napa Valley College and a paradigm for community education throughout the world.
3. Sell the wines over a short period of time, with a minimum of working hours, respecting the demands we place on student and staff labor.
4. Generate significant revenues for the NVC Department of Viticulture and Winery Technology.
5. Create at least one interesting and unusual wine that develops a marketing niche for wine lovers.
6. Create some wines that will become favorite and affordable table wines for the broader community of Napa Valley College.

Marketing Tactics to Achieve Brand Goals:

1. Create a website and press information package on the wines for those who are interested in them. This should include sales information about the wines. Website information should be adapted to printed materials for use at events.
Timeline: Immediately

2. Place the website and contact information about the wines on all NVC correspondence and materials—and on the winery labels.
3. Create and execute a social media campaign that promotes the VWT wines to the target markets, including those in our VWT winery customer data-base, the NVC community at large, and the world of wine in general.
4. Create a new label that effectively communicates the brand message of the winery and the college. Create a second top-tier label for our reserve .edu wines.
Timeline: begin immediately.
5. Develop an evaluation outline to be used to assess all promotional tasting opportunities for the wines, whether they be part of the Napa Valley College community or out in the larger world of wine. For each event, we should have specific expectations of numbers of wines poured, number of consumer contacts collected, wine club member sign ups, e-sales via a POS system and brand awareness goals. This should also include a follow up report on the event and the accuracy of the predicted results.
6. Develop an Event Kit that includes all marketing materials and supplies we will need to effectively present the wines at tasting events throughout the year. Kit should include basic wine service supplies such as cork pullers and napkins, as well as signage for the event, handouts about the College VWT program, order forms for wine sales, and fact sheets on the wines.
7. Send samples of the wines to key wine publications and wine competitions to garner awards and accolades. Pitch the story to key local and regional wine media. Timeline: upon the release of the new wines each year.
8. Host a Premier Event/Barrel Tasting that launches the brand at Napa Valley College, and tries to sell as much of the wine as possible as futures, before bottling. Timeline: February of each year.
9. Host a blind tasting of wines with Master Sommeliers who will rate the Napa Valley College wines against other top contenders in the world of wine.
Timeline: upon the release of the new wines each year.
10. Develop a list of key consumer wine tastings in the area where our wines should be poured and represented by Napa Valley College students, as a way of building recognition and awareness of the wines and their quality. Timeline: list developed each fall. Events throughout the calendar year.
11. Develop a list of Napa Valley College events throughout the year where we should consider pouring our wines with trained staff and supervision as a promotional activity. Analyze these events for efficiency at delivering out key

messaging to an appropriate target audience and measure the results from these event to make future years more cost, time, and wine effective.

Potential Sales Strategies:

1. Finalize all permitting and licensing processes so that we can sell NVC wines during special events at the college: Performing Arts Center, Little Theater, Gymnasium, etc. Timeline: Immediately
2. Develop a calendar of events at Napa Valley College where the VWT wines can be sold by the glass. Develop a staffing schedule to arrange for both staff and supervision for these events. Timeline: Immediately
3. Develop and execute a staff training module for all staff and students who will present the wines at the events we organize. This training should include a responsible beverage service section, key messaging on the wines and the winery, POS activation and use, and personal appearance guidelines for all event staffing. Timeline: Immediately
4. Identify key members of the NVC and VWT staff who will serve as supervisors for these events, and train them in their supervisory duties, to include responsible beverage service, staff supervision, key messaging on the wines, and financial and legal responsibilities. Timeline: Immediately
5. Develop a comprehensive mailing list of VWT alumni and friends, and create an e-newsletter that promotes the wines to this audience. Sales would be by mail-order only. This requires on-going database work to collect and manage the data. Timeline: Immediately
6. Develop a Sales Event Kit that includes all items necessary to effectively execute these opportunities. Kit should include basic wine service supplies such as cork pullers and napkins, as well as signage for the event, handouts about the College VWT program, order forms for wine sales, and fact sheets on the wines, as well as a POS system for on-site sales, wine glasses and racks. Timeline: Immediately
7. Contact all academic institutions in California that have restaurants with wine licenses, and encourage them to put the NVC wines on their list. Timeline: Secondary importance
8. Ask Napa Valley College VWT students to present these wines at the Napa Valley Restaurants where they work, to get them included on the wine lists there. Once students have been trained.

9. Ask Napa Valley wineries (particularly those with NVC VWT alumni as employees) to promote these wines through their winery newsletters as a public service. Timeline: Once students have been trained.

Budget:

Promotion: \$5,750 & 12 cases of wine

- Develop new wine label \$3,500
- Create marketing collateral \$500
- Conduct promotional tastings \$750
- Participate in promotional tastings and wine competitions \$1,000

Wages: \$4,500

- Conduct 12 tastings, 4 hours, 2 pourers (\$15/hour), 1 manager (\$25/hour) \$2,750
- Utilize marketing specialist \$1,750

Supplies: \$2,200

- Wine glasses \$1,200
- Dish racks \$500
- Incidentals for glass sales \$500