



Wine  
Country  
Ontario™

# **Strategic Marketing Plan**

**Fiscal Year 2012-2013**

# Marketing Plan Process



## ***Process:***

The annual Wine Country Ontario Marketing Plan is built in many ways and through many meetings and collaborations. Tactics are influenced through the input of the Industry Marketing Committee (IMC) – a collaboration with representatives from the Government of Ontario, WGAO, VQAO, the GGO and the Wine Council of Ontario – the LCBO as our retail partner and other key stakeholders that are engaged in growing our markets.

## ***Benefits of the Marketing Plan:***

The marketing plan is a consumer focused strategy that is designed to have a positive impact on consumer behaviour, perception, purchase intent, understanding and loyalty for Ontario VQA wines and Ontario's wine regions. All stakeholders will see direct or indirect benefit as we achieve the objectives detailed in this Plan.

## ***On-Going Collaboration:***

Throughout the year the execution of the Plan is guided by representatives of the IMC and various working committees that are formed when a specific skill set is required to assist in building and guiding individual marketing activities.

***This year the IMC met XX times to give strategic oversight to the plan evolution and for the development of this proposed plan. Plan tactics were guided and supported by the work of XX working committees of industry representatives. These committees met XX times in total over the course of the year to date. The Wine Council is grateful for this commitment and energy from all of our partners.***



## **Our Brand Mission**

To become the leading marketer of the Ontario wine industry, by inspiring, educating and championing Ontario wine and the romance of the unique places where it's made.

## **Our Brand Vision**

To make Ontario wines the #1 choice of Ontarians.

## **Our Brand Positioning**

We represent the only wine country experience that Ontarians can explore in their own backyard. The one place where residents and visitors can come to enjoy the full essence of what our provinces wine country has to offer: spectacular wines, passionate growers, and winemakers, local food, gorgeous scenery, exciting activities, unique architecture and warm hospitality.

## **Brand Personality**

Welcoming, Proud, Pioneering, Passionate, Confident and acting as a Catalyst (connecting food and other cultural elements).

## **Core Essence – “Local Tastes Better”**

Pillars: Place, Pride and Connectivity.

# Evolving our Approach



## From:

- Earned leadership.
- Best foot forward at all times.
- Consistent, highest quality.
- World class table and sparkling wine producers.
- Consistent look and feel for all programming and tools.
- Focus on doing fewer things exceedingly well.

## To:

- Take our rightful place.
- Best foot forward and Consumer Centric focus.
- Consistent delivery of highest quality programs and experiences
- Our wines stand up to the world's best.
- Consistently showcase the most visually stunning and evocative images and messaging.
- Create efficiencies that drive ability to deliver the best possible quality outcomes.



Section 1

# **KEY LEARNINGS AND INSIGHTS**

- **INDUSTRY INSIGHTS FROM 2011-2012 INITIATIVES AND RESEARCH**



## Stakeholder Engagement

- DATES – IMC review of current plan metrics
- DATES – PRE READ PIECE Presentation
- DATE – Exchange of Insights
- DATE – Program Reviews
- DATE – First Draft of 2012-2013 Plan
- DATE – Second Draft
- DATE – Submission to Government of Ontario for review and approval

## Key Foundational Research and Strategies

- Consumer Usage and Attitude Study (XX participants, rolling study)
- Advertising Reach
- LCBO Consumer Insights Presentations
- Ad Tracking and Awareness
- VQAO Strategic Objectives
- National Export Strategy and Initiatives
- OTHERS???
-



## **We have built alignment and connection with our consumer that we can build upon**

- Our brand personality is aligned and continues to strengthen with our target consumer's perception of who we are
- Connecting on an emotional level with consumers is critical - Wine Country tourism can answer consumers need for personal growth, experience, escape, knowledge and value in a travel destination.
- Visual images can conjure up deep emotional connections and visiting beautiful spaces is a key driver for travelers – Wine Country Ontario delivers and we need to continue to leverage this asset

## **We continue to build on our local advantage**

- We have a distinct advantage as a local destination and product.
  - Perceived quality by association with local.
  - Strong connection between being green and local which also resonates with consumers and needs to be further articulated to build on this strength
- Origin is a key factor affecting purchase reinforcing the importance of raising regional awareness and appellation awareness



## **We need to reset and align our strategy with our retailer in order to optimize our results**

- The retail marketplace is fiercely competitive and we need to stay focused and differentiate our category and leverage local.
- LCBO in store signage continues to confuse customer – priority to reset message to consumer around VQA and 100% Ontario grapes messaging

## **Focus on areas with high value and eliminate tactics that are of lower priority**

- The green message is a hot topic for media and further education and consistent messaging is critical.
- Wine media find it difficult to review wines in a walk-around format.
- Let wineries organize their own samples to international magazines it is too challenging for the WCO to coordinate.
- Hosting media at events and in wine country continues to be important for increased understanding and media coverage.



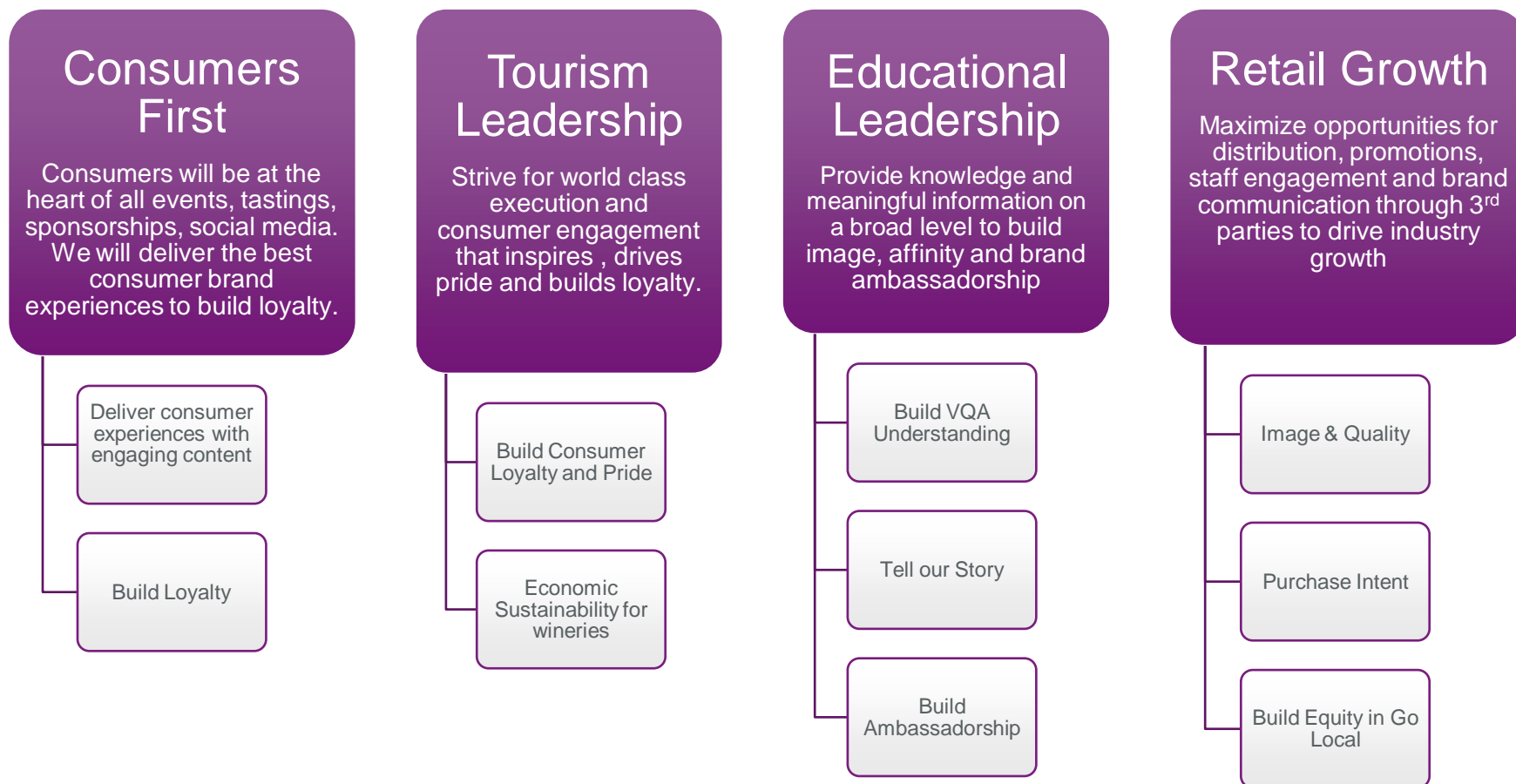


Section 2

# **MARKETING STRATEGY**



## The Wine Country Ontario Marketing strategy has been built around 4 strategic pillars





- Define Local
- Integrate into all communications
- Be consistent

## Local

Local is our point of difference

Quality  
wines

100%  
Ontario  
grown

Green

Accessible  
place to visit

A lifestyle  
choice

**What is  
Local?**

Retail Growth  
Amplify GoLocal

Drive  
Tourism

Educate  
Tell our Story

Engaging  
Consumer  
activities

**How we  
bring  
Local to  
life.**



1. Place consumers at the heart of everything that we do.
2. Raise awareness and image of Ontario wines by deepening the emotional attachment with key target consumers living primarily in Toronto/GTA and Ottawa (as indicated in U&A study).
  - ❖ Amplify our local Ontario positioning as this sparks pride, supports environmentally friendly and quality perceptions and differentiates our category.
  - ❖ Strengthen the perception of Ontario wines as being high quality and a leader..
3. Become a travel destination of choice.
  - ❖ Motivate travel to Ontario wine country to create emotional engagement and loyalty.
4. Educate on a broad level to deepen the knowledge and raise brand affinity and define who we are.
5. Be recognized as a tourism leader with provincial and regional tourism organizations for delivering world class consumer experiences and assets



Section 3

# **MARKETING PROGRAMS**



## Consumers First

- ❖ Engaging consumer tasting events
  - Taste Ontario
  - Consumer shows
  - Experiential tasting program
- ❖ VQA awards program revamp
- ❖ Expand reach, engagement and influence with Social Media channel execution
- ❖ Regional and Export funded sponsorships aligned to strategy
- ❖ Research to support our market intelligence and objectivity.
  - U&A Study
  - Ad Tracking study
- ❖ Major PR event

## Educational Excellence

- ❖ Trade and consumer Ontario wine education to drive ambassadorship
- ❖ Appellation education through brand communication and PR activities to drive VQAO objectives and consumer understanding.
- ❖ Trade communication to give them reasons to support VQA wines
- ❖ Deliver VQAO objectives through trade and consumer educational programming and Public Relations
- ❖ Grow understanding of key messages by industry and influencers



## Retail Growth

- ❖ LCBO programming
  - P7 Go Local campaign improvements
  - New signage
  - Enhanced in-store tastings
  - Engaging retail staff training
  - P4 additional programming
  - Alignment of strategies
- ❖ Vintages
  - PC expanded engagement and training
  - Leverage success elements from Front Line releases
  - Logistical improvements and accountability
  - Taste Ontario events
- ❖ Inter-provincial market strategies and program implementation.
- ❖ Export activities aligned with National Export Strategy

## Tourism Leadership

- ❖ Refreshed Travel Guide
- ❖ Advertising Campaign refresh and ad tracking study to measure success
- ❖ Consumer website phase 2 improvements
- ❖ Build imagery database
- ❖ Manage and maintain wine route signage
- ❖ Build on the Visitors First program and align training to address performance gaps
- ❖ Gain access to tourism research
- ❖ Build strong tourism industry relations
- ❖ Public Relations activities plus one significant media event around tourism
- ❖ Engagement with RTO's and other tourism related partners that align to our core strategic goals and consumer.



# **CONSUMERS FIRST**





## TO DATE

### Confirming Performance

- 2010 – Advertising 18% campaign recall.
- 2011 – Advertising 22% campaign recall - Industry norms 5-15%

### Improving Reach

- Ontario has extended it's lead over France on top of mind recall of high quality wines in 2011 U&A study.

### Confirming Performance

- 5% Increase in consumer loyalty scores in 2011 U&A study vs 2010 study

## **Objective:**

- ❖ Invest in research that strengthens our marketing and tourism knowledge and leadership.
  - Benchmark performance and measure brand health movement.
  - Strengthen our ability to place the consumer at the heart of everything that we do by having access to relevant consumer knowledge and facts that enable us to make informed and objective marketing decisions.

## **Strategy:**

- ❖ Conduct an annual Usage and Attitude study to measure change in consumer perception , attitude, behaviour and VQA comprehension and understanding.
- ❖ Annual ad tracking study to track and rank program effectiveness; specifically awareness, comprehension and impact.



## ***Activity Details:***

- ❖ The Usage and Attitude study is conducted each year in the Fall with almost 2000 consumers and is reported in early November.
  - A diverse group of industry stakeholders have worked collaboratively with the research firm to refine the consumer questions over the past 2 years. The questions should remain consistent for the next few years to ensure the quality and consistency of the results.
  - Every other year we conduct a consumer segmentation study to help us understand on a deep level the detailed profile of our target consumer groups. In 2012 we will build upon the 2010 study which at the time unveiled valuable information that helped us to build relevant programming and target geographically to touch these valuable wine drinkers.
- ❖ Continue to deploy an ad tracking study to provide an in-depth snapshot of how consumers feel about an advertising message and the impact it will have on them with regards to a brand.

# Consumers First – Research



|                         | Current Plan Budget | Forecast Budget | Proposed Budget |
|-------------------------|---------------------|-----------------|-----------------|
| Ad Tracing Study        | \$25,000            | \$20,000        | \$25,000        |
| Usage & Attitude Study  | \$45,000            | \$46,500        | \$60,000        |
| Environmental Program   | \$5,000             | \$5,500         | \$5,000         |
| Branding Implementation | \$5,000             | \$4,684         | \$0             |
| <b>Totals</b>           | <b>\$80,000</b>     | <b>\$76,684</b> | <b>\$90,000</b> |

| Deliverables/Program Metrics |                                    |  |
|------------------------------|------------------------------------|--|
| Activity                     | Last Year                          | This Year Objective                                    |
| U&A - Loyalty                | Lead category                      | Maintain lead and grow                                 |
| U&A Perception               | Close gap on France                | Maintain lead over Italy and close the gap with France |
| U&A - VQA Understanding      | Slight Improvements                | Maintain and grow over time                            |
| U&A - Image                  | Improvements and increase in pride | Continue to maintain scores and increase Tor & Ottawa  |
| U&A - Purchase Intent        | 86% Ontario<br>59% Tor. 58% Ottawa | Increase scores in Tor./Ottawa                         |
| Ad Tracking - Awareness      | 22%                                | Maintain 18-23%  |
| Recall                       | 22%                                | 18% -23%   |
| Appeal                       | 92%                                | 90%-100%   |
| Understanding                | 96%                                | 95% - 100%   |
| Impact                       | 78%                                | 65%-80%  |



## TO DATE



Twitter

- Launched July 2010
- 4,000 followers to date



Facebook

- Launched July 2010
- 4,000 fans to date



Blog

- Launched Sept. 2010
- 400 readers per month
- Average 4 blogs per month

## Objective:

- ❖ Raise awareness and image of Ontario wines and wine country by deepening the emotional attachment with key target consumers through social media outlets
  - Strengthen the perception of Ontario wines as being high quality and a leader by amplifying our local positioning
  - Continue to profile Ontario's wine regions as travel destinations of choice

## Strategy:

- ❖ Surprise and Delight
  - *Create bi-monthly unique experiences and opportunities on WCO social channels*
- ❖ Sustain and Build
  - *Drive return visits, sharing and friend activation on WCO social channels*
- ❖ Manage and Amplify
  - *Anticipate issues, answer questions and amplify positive feedback*



## *Activity Details:*

- ❖ Continue to focus on three main engagement channels to speak to the Wine Country Ontario community: Facebook, Twitter and the website blog.
- ❖ Bi-Monthly Surprise and Delight themes; unique experiences to engage fans and keep them engaged
- ❖ Sustain and Build fan base with fan acquisition programs; Facebook sponsored stories, influencer relations & engagement and ask the experts video content.
- ❖ Develop a facebook app that fans can personalize
- ❖ Annual editorial calendar based on priority messaging, key events and featured wineries
- ❖ Ask the Expert Video Content
  - Develop video vignettes profiling industry experts giving viewers a behind-the-scenes look at the wineries, winemaking and the latest wine trends
- ❖ Facebook sponsored stores to build page by word of mouth – People are naturally interested in things their friends care about
  - Someone “likes” our page which generates a News Feed Story that friends see. Increased visibility of the story as it’s highlighted on the right column of the facebook page.

# Consumers First – Social Media



|   | Current Plan Budget | Forecast Budget  | Proposed Budget  |
|---|---------------------|------------------|------------------|
| Program Management, planning and meetings, (12 X \$2,500)                       | \$32,400            | \$32,685         | \$30,000         |
| Monitoring and metrics reports - sysomos (12 x \$600)                           | \$6,000             | \$6,000          | \$7,200          |
| Facebook Management and sponsored stories (3)                                   | \$32,000            | \$32,025         | \$40,000         |
| Engagement activities (prizing and giveaways) minimum: 1 per month all channels | \$11,000            | \$12,400         | \$25,000         |
| Twitter Management and content  | \$6,800             | \$6,800          | \$15,000         |
| Blog Management and content   | \$13,800            | \$13,800         | \$20,000         |
| Tool kit  | \$15,000            | \$13,290         | -                |
| Facebook App  | \$38,000            | \$38,000         | \$20,000         |
| <b>Totals</b>   | <b>\$155,000</b>    | <b>\$155,000</b> | <b>\$160,000</b> |

| Deliverables/Program Metrics |           |                     |
|------------------------------|-----------|---------------------|
| Activity                     | Last Year | This Year Objective |
| Facebook Fans                | 4,100     | 8,000               |
| Twitter Fans                 | 3,894     | 7,788               |
| Blog Readers                 | 400/month | Maintain & grow     |
| Klout Score                  | 37%       | Increase to 50%     |
| Tweetlevel                   | 54%       | 50% or above        |
| Competitive Mentions         | 55% /45%  | 50%/50%             |

This year objectives based on successful increases from FY2012

## Leveraged industry investment

- ✓ 63 wineries on Facebook
- ✓ 47 wineries have twitter accounts
- ✓ 36 wineries use both



# **TOURISM LEADERSHIP**



## TO DATE

### Driving Value

Leveraged our investment in 2010 and 2011 outdoor campaigns with over \$450,000 in added value.

### Improving Reach

Recall and Awareness scores increased for 2011 campaign. Added full page Food & Drink ad in 2011 which had a recall of 59%.

### Recognition

Article in Marketing Magazine for Drink It All In campaign (**DATE?**).

## Objective:

- ❖ Raise awareness and image of Wine Country Ontario and Ontario wines with key target consumers living primarily in Toronto GTA and Ottawa
  - ❖ Motivate travel to Ontario wine country to create emotional engagement and loyalty.

## Strategy:

- ❖ Leverage current success of outdoor advertising campaign – Drink It All In
  - ❖ Recommend repeating the advertising campaign Drink It All In with outdoor billboards, bus shelters and print ads in Food & Drink
  - ❖ Augment print ads with Toronto Life magazines to amplify impact to core consumer.
  - ❖ Refresh the imagery to amplify the beauty of the wine country, evolve the campaign and increase the prominence of Wine Country Ontario.
- ❖ Integrate Drink It All In campaign into our social media activities.
- ❖ Develop partnerships with relevant Regional Tourism Organizations
  - ❖ Partner with appropriate organizations to support advertising opportunities that align with Wine Country Strategic Goals





## Activity Details:

- ❖ Build on the success of the 2011 advertising campaign with minor revisions as identified by the IMC, the ad tracking study and the media buying agency.
  - Conduct a photo shoot to capture spectacular imagery of wine country culinary scene.
  - Increase the size of the Wine Country Ontario url and logo to increase readability from a distance of 500' to improve performance and address industry feedback.
  - Reduce the creative costs and increase our market penetration with additional print ads.
  - Be in market in June 30 through early September.
- ❖ Conduct a pre and a post campaign study to test campaign effectiveness.
- ❖ Build relationships with relevant tourism organizations to leverage our tourism assets and theirs and partner on projects where aligned with strategy and target consumer.
  - Access support and raise profile for Wine Country Ontario with Niagara and other wine region RTO's, Pan Am Games, War of 1812 and OTMPC.
- ❖ Manage and maintain wine country signage.

# Tourism Leadership – Advertising



|   | Current Plan Budget | Forecast Budget  | Proposed Budget  |
|---|---------------------|------------------|------------------|
| Media Buying – Agency costs, production, buying ad space on billboards, bus shelters and magazines. | \$580,000           | \$593,022        | \$580,000        |
| Creative Agency   | \$52,000            | \$52,250         | \$10,000         |
| Tourism partnerships programs   | 0                   | 0                | \$15,000         |
| Wine Country Signage Maintenance  | \$20,000            | \$15,134         | \$10,500         |
| Photography   | \$18,000            | \$17,950         | \$25,000         |
| <b>Total</b>  | <b>\$670,000</b>    | <b>\$678,356</b> | <b>\$640,500</b> |

| Deliverables/Program Metrics |           |                     |
|------------------------------|-----------|---------------------|
| Activity                     | Last Year | This Year Objective |
| Ad Tracking - Awareness      | 22%       | Maintain 18-23%     |
| Recall                       | 22%       | 18% -23%            |
| Appeal                       | 92%       | 90%-100%            |
| Understanding                | 96%       | 95% - 100%          |
| Impact                       | 78%       | 65%-80%             |

## Leveraged industry investment

- ✓ Drive added value from campaign in lines with previous years
- ✓ Will integrate ad campaign into social media and experiential programs. to maximize investment
- ✓ Work with Tourism Partnership of Niagara and other RTO's to showcase wine and culinary as a key driver of tourism to the Niagara area.
- ✓ Work with emerging wine regions to start to build wayfinding infrastructure



## TO DATE

### Delivering for Wineries

Winery participation in the guide has increased each year: 54 in 2001; 63 in 2005; 80 in 2008; 84 in 2010; 82 in 2011; 85+ for 2012

### Improving Reach

Over 500,000 copies printed each year of the Wine Country Ontario Travel Guide – majority each year is inserted into key publications in Ontario.

### Recognition

Research confirmed that 90% of wine country travelers refer to the Wine Country guide and/or website in planning their trips.

## Objective:

- ❖ Create world class tools and experiences that position Wine Country Ontario as a top desirable tourism destination and demonstration of our tourism leadership.
- ❖ Create emotional engagement to build consumer loyalty for wine country and VQA wines.
- ❖ Be the go to website for consumers and trade.

## Strategy:

- Refresh the Wine Country Ontario travel guide to deliver the best user experience and visually compelling travel reference guide. Clearly communicate our strengths and align with what consumers are looking for. Sell green, local, knowledge, fun stunning scenery and personal experiences
- Distribute Wine Country guide through Food and Drink magazine, wineries and OTMP travel centres.
  - Investigate distribution in key premium food retailer stores
- Be the go-to guide and website for trip planning to Ontario's wine country
- Increase the advertising/offers from accommodations and restaurants in wine country to offer the most comprehensive product



## ***Activity Details:***

- ❖ Ensure Travel Guide is released into market late Spring/Early summer
  - Goal of full Food and Drink distribution into 500,000 magazines
  - Investigate and evaluate options for trial distribution through key premium food shops
- ❖ Implement next planned phase of website enhancements (per plan reviewed in 2012)
  - Add video content “Who’s Talking About Ontario Wines” aligned with social media activities
  - Continue to improve the route planner by giving consumers the opportunity to plot restaurants and accommodations on the online tool
  - Add local food section to online to feature winery restaurant chefs, seasonal recipes, farmer’s markets and local artisanal foods
  - Add wine journalist reviews and accolades, Vintages releases.
- ❖ Increase the listings of restaurants, accommodations, outdoor adventures, and other activities; golf courses, shopping by recruiting new advertisers.
- ❖ Introduce new photos in both print and online to inspire travel
- ❖ Create and execute a consumer communication plan
  - Regularly scheduled e-blasts to consumer database with content on wine country travel, social media activities, contests and meaningful educational content



|  | Current Plan Budget | Forecast Budget  | Proposed Budget  |
|--|---------------------|------------------|------------------|
| Design   | 60,000              | \$60,000         | \$50,000         |
| Copy   | \$5,000             | \$5,000          | \$5,000          |
| Legal and other  | \$5,000             | \$5,000          | \$7,500          |
| Printing   | \$225,000           | \$225,000        | \$275,000        |
| Distribution   | \$50,000            | \$50,000         | \$60,000         |
| Delivery   | \$20,000            | \$20,000         | \$12,500         |
| Web hosting  | \$10,000            | \$10,000         | \$10,000         |
| VinoVisit  | \$15,000            | \$15,000         | \$0              |
| Phase 1 website refresh  | \$70,000            | \$75,000         | \$0              |
| Phase 2 (Local food, refresh Ask the Experts, trip planning enhancements | \$0                 | \$0              | \$20,000         |
| <b>Totals</b>  | <b>\$460,000</b>    | <b>\$460,000</b> | <b>\$440,000</b> |

| Deliverables/Program Metrics |              |                     |
|------------------------------|--------------|---------------------|
| Activity                     | Last Year    | This Year Objective |
| Printed copies               | 500,000      | 650,000             |
| Web Visits                   | 101,846      | 122,215 (+20%)      |
| Page views                   | 579,725      | 695,670 (+20%)      |
| Time on site                 | 3.45 minutes | 4.00 minutes        |
| Database                     | 9,000        | 11,250 (=25%)       |
| E-Blasts                     | 3            | 6                   |

Combination of new site and social media activities expected to enable increase visits and page views of site.

**Leveraged industry investment**  
 ✓ Winery participating 82 properties  
 ✓ Advertising \$95,000



## TO DATE

Delivering Better Experiences

Success stories /trends from mystery shopper program

Improving Reach

Number of wineries participating 2010 in training, 2011 in training

Meeting Needs

Talk about new training program for manager level here developed in response to industry in 2012

### Objective:

- ❖ Provide the consumer with a consistently exceptional experience at all wineries in Ontario
- ❖ Become a travel destination of choice and demonstrate our tourism leadership to all regional tourism organizations

### Strategy:

- ❖ Put consumers first.
- ❖ Continuation of Mystery Shops with increase to 4 times per year
- ❖ Continue to evolve and build retail training programs for wineries that addresses the gaps and educate winery staff about what consumers expect today and how to effectively deliver the best consumer experience possible .



## ***Activity Details:***

- ❖ Mystery Shop: Deliver 4 inspections annually to assist wineries in measuring performance throughout the year
  - Look for cost savings with supplier to allow increase in # of evaluations
- ❖ Training: Continue, improve and provide 2 levels of Retail Training and adding additional training as required by wineries
  - Deliver front line staff training in Spring for new hires focusing on customer service and professional selling skills
  - Mid-season performance boost sessions via video, webinar and/or live sessions to maintain staff motivation and performance standards (Industry Sub Committee request for evolution of program)
  - Coaching and Performance management session that builds strategies for leading and coaching skills on customer service/sales staff throughout the year. Designed for managers, supervisors and owners
  - Sessions are open to all wineries with a registration fee to extend the reach of the program
  - Sessions will be delivered in all regions when possible
- ❖Cross reference mystery shop scores with wineries participating in training to ensure gaps are addressed and monitor success of program



|                               | Current Plan Budget          | Forecast Budget      | Proposed Budget            |
|-------------------------------|------------------------------|----------------------|----------------------------|
| Mystery Shops                 | \$75,000 (for 3 inspections) | 75,000               | 80,000 (for 4 inspections) |
| Retail Training – Development | \$4,600                      | \$4,600              | \$1,000                    |
| Front Line                    | \$5,600 (6 sessions)         | \$5,600 (6 sessions) | \$10,600 (8 sessions)      |
| Coaching                      | \$6,600 (3 sessions)         | \$6,600 (3 sessions) | \$11,000 (5 sessions)      |
| Performance boost             | \$0                          | \$0                  | \$4,400                    |
| <b>Totals</b>                 | <b>\$90,000</b>              | <b>\$90,000</b>      | <b>\$105,000</b>           |

| Deliverables/Program Metrics |           |                     |
|------------------------------|-----------|---------------------|
| Activity                     | Last Year | This Year Objective |
| Mystery Shop                 | 77% avg.  | 80% avg.            |
| Training sessions            | 11        | 14-16               |
| Front line attendees         | 90        | 160                 |
| Coaching attendees           | 54        | 72                  |

Leveraged industry investment (FY2012)

✓ **Registration Fees \$6,580,00**





# **EDUCATIONAL EXCELLENCE**



**TO DATE**

Delivering Better Experiences

Success stories /trends from mystery shopper program

Improving Reach

Number of wineries participating 2010 in training, 2011 in training

Meeting Needs

Talk about new training program for manager level here developed in response to industry in 2012

## **Objective:**

- ❖ To take a leadership role in driving accurate and consistent wine education to consumers, trade and key influencers everywhere.

## **Strategy:**

- ❖ Complete the development and implementation of the on-line Ontario wine education program
- ❖ Continue to execute the train the trainers FAM tour to roll out the online Ontario wine education program to college educators in partnership with Niagara College's Canadian Food and Wine Institute
  - Build in a road show to colleges across the province to reach the broader group of educators to ensure that the program is well understood and utilized by all colleges.
- ❖ Offer program to all wine country tour operators to ensure consistency messaging for wine country tourists.
- ❖ Active participation in development of Tourism Partnership of Niagara education initiatives (led by OTEC)



## ***Activity Details:***

- ❖ Develop online components for the Wines of Ontario course materials that will work in both a self-study and an instructor-led context (include CC/ accessibility for all).
- ❖ Create design specifications that address existing and potential uses of the program materials in the viticulture, culinary, and hospitality/tourism sectors of colleges and other institutions.
  - Create learner profiles
  - Create learning outcomes
  - Knowledge certification requirements
  - Reorganize content (existing and new)
  - Develop online learning/assessment activities
  - Establish user navigation options (flexible for various learner/instructor needs)
- ❖ Launch the program and support with FAM tour for college educators.
- ❖ Outreach program to wine country tour operators to train all staff.

# Educational Excellence – Wine Education



|                              | Current Plan Budget | Forecast Budget | Proposed Budget |
|------------------------------|---------------------|-----------------|-----------------|
| On Line Wine course & Launch | \$15,000            | \$15,000        | \$10,000        |
| Sub Appellation Maps         |                     |                 |                 |
| <b>Totals</b>                | <b>\$15,000</b>     | <b>\$15,000</b> | <b>\$10,000</b> |

| Deliverables/Program Metrics              |           |                     |
|---|-----------|---------------------|
| Activity                                  | Last Year | This Year Objective |
| Students in course                        | 1,150     | 1,500               |
| Programs including course content         | 15        | 25                  |
| Train the Trainers Session with Educators | 1         | ?                   |

## Leveraged industry investment (FY2012)

- ✓ Winery use of course – 10
- ✓ Winery participation in train the trainers sessions (hospitality, wine for tasting, winemaker/principal engagement)



# **RETAIL GROWTH**

# Retail Growth – LCBO Wines & Vintages

TO DATE

2009

- Taste Ontario Toronto attendance 400 consumers.
- Average VQA price \$10.70
- VQA Market Share 10%

2010

- Taste Ontario event expanded to 2 markets Toronto and Ottawa attendance 700.
- Average VQA price \$10.90
- VQA Market Share 10.5%
- VQA sales value +18.9% vs imports at 2.9%

2011

- Taste Ontario events attendance grows to 825 consumers.
- Average VQA price \$11.20
- VQA Market Share grows to 11%
- Since 2008 VQA growth of +89% in P7 alone.
- VQA sales value +14.9% vs imports at 6.9%

## *Objective:*

- ❖ Deepen the loyalty of wine consumers and trigger purchase of VQA wines by amplifying and strengthening our local message
- ❖ Provide wine country experiences and relevant educational content for key retail staff to create Ontario wine category ambassadors.

## *Strategy:*

- ❖ Engage LCBO WOW leaders, Store Managers and Vintages PC's with wine country visits, annual sales rally and build in shared goals and accountability.
- ❖ Create and implement new consistent signage that better represents the message; 100% Locally Grown VQA wines.
- ❖ Leverage equity in GoLocal - invest in promotional programming at LCBO to build prominent presence for Ontario VQA wines with GoLocal, local tastes better messaging.



## *Strategy:*

- ❖ Work with LCBO category leadership to ensure strategic presence for core varietals, established brands, and other core elements that define our products.
- ❖ Support Ontario wineries with in-store tasting subsidy during key periods to encourage more wineries to engage with the consumer.
- ❖ Make positive changes to improve P7 GoLocal in alignment with industry recommendations
- ❖ Continue to partner with Vintages on the execution of 2 successful Taste Ontario events.
  - Amplify the elements that work well; high end venue and food pairing.
- ❖ Increase engagement with all key LCBO staff to build knowledge and ambassadorship.
- ❖ Work with senior team to build strategies in all categories to support growth



## *Activity Details:*

- ❖ Increase investment in this channel to build on the strong equity of GoLocal and leverage to capitalize on the growing lifestyle consumer shift to local products.
  - Investments to be guided by alignment with Wine Country Ontario strategic objectives
  - Strive for touch points with either staff or consumer every period.
  - Seeking more opportunities and improved outcomes for current programs
- ❖ Continue to support in store tasting program supports for wineries to build consumer exposure to Ontario VQA wines
  - Monitor performance, benchmark samples to conversion vs. industry norms.
- Create and execute wine country tours for WOW Leaders, Product Consultants and Store Managers to wine regions across the province to build knowledge and pride
  - Develop staff engagement programming that allows for better integration of WOW Leaders, Managers and Product Consultants to build a category/team approach
  - Product Consultants - add wine country tours, support tastings for staff led by Product Consultants, Product Consultant training sessions with winemakers and add accountability
  - Annual Sales rally to engage key staff, raise excitement and support for the critical holiday season.
  - Build on WOW metrics and integrate for PC's to establish program metrics against targets.
- ❖ Implement signage project this year to help to build understanding for VQA with consumers and reduce confusion (currently up to 10 different signs in circulation)
- ❖ Increase attendance to Taste Ontario consumer events in Ottawa to 400 and Toronto to 500 this year. Build on the growing success of this program.
- ❖ Repeat industry educational seminars and forums to foster strong and effective business relationships with LCBO



# Retail Growth - LCBO Wines & VINTAGES



|   | Current Plan Budget | Forecast Budget  | Proposed Budget                         |
|---|---------------------|------------------|---|
| In Channel Opportunities (promotional programming)                | \$400,000           | \$400,000        | \$475,000                               |
| Staff Wine Country Visits   | \$130,000           | \$120,000        | \$205,000 (25 tours of 24 participants) |
| Annual Sales Rally  | \$45,000            | \$45,000         | \$35,000                                |
| Product Consultant to industry events (i4c)                       | \$0                 | \$0              | \$10,000                                |
| Product Consultant, WOW Leader communications & other engagements | \$0                 | \$0              | \$5,000                                 |
| LCBO in-store tastings  | \$110,000           | \$115,000        | \$80,000                                |
| Taste Ontario   | \$60,000            | \$65,000         | \$70,000                                |
| Product Consultants sampling budgets                              | 0                   | 0                | \$10,000                                |
| <b>Totals</b>   | <b>\$745,000</b>    | <b>\$745,000</b> | <b>\$880,000</b>                        |

| Deliverables/Program Metrics   |           |                     |
|--|-----------|---------------------|
| Activity   | Last Year | This Year Objective |
| Spread vs. imports   | 5%        | 10%                 |
| WOW Leaders  | 253       | 300                 |
| Product consultants  | 0         | 225                 |
| Taste Ontario attendance (Toronto/Ottawa)                                  | 400/425   | 500/425             |
| Tastings   | 950       | 1,066               |
| Increase in sales of products sampled versus sold in store with LCBO staff | 87%       | 100%                |

## Leveraged industry investment (FY2012)

- ✓ WOW tours – winery tours, tastings and attendance
- ✓ Taste Ontario – wine for event



- VQA Restaurant Award of Excellence Launched in 2004
- 181 Licensee's received award in 2010



- 54 of the 181 award recipients have a minimum 75% Ontario VQA wine list



- Record Attendance: 600 attended Taste Ontario! Toronto Trade and Media Tasting

## ***Objective:***

- ❖ Raise image and quality perceptions within the licensee channel to spark pride and trigger purchase

## ***Strategy:***

- ❖ Build on established success of Taste Ontario trade tastings in Toronto and Ottawa in partnership with Vintages
- ❖ Reduce the cost of executing the recognition program but add more value for the target audience
- ❖ A revised recognition program for licensed establishments that serve Ontario VQA wines that recognizes them for their patronage and instills pride in their local wine industry
- ❖ Refresh the awards program and promote it during the Taste Ontario trade events and any other occasions when we are in contact with the trade
- ❖ Engage licensee's through trade association events
  - Ontario Restaurant Hotel Motel Association restaurant awards in Toronto and Ottawa, Ontario
  - Hostelry Institute Top 30 Under 30 Awards



## *Activity Details:*

- ❖ Execute Taste Ontario! Trade events in Toronto in September and Ottawa in February
- ❖ Create an industry sub-committee to assist in the development of the new, refreshed licensee recognition program
- ❖ Develop the new recognition program for licensees
  - New Strategy
  - New Name
  - New Collateral Material
  - New Communication Strategy
- ❖ Leverage partnerships with other licensee and trade organizations and use opportunities to promote the licensee recognition program



|  | Current Plan Budget | Forecast Budget | Proposed Budget |
|--|---------------------|-----------------|-----------------|
| Taste Ontario! Trade and Media Events Toronto and Ottawa | 60,000              | 58,500          | 55,000          |
| Licensee Programming GoLocal Winery Tour                 | 30,000              | 12,000          | 0               |
| Recognition Program                                      | 10,000              | 10,000          | 20,000          |
| <b>Totals</b>  | <b>\$100,000</b>    | <b>\$80,000</b> | <b>\$75,000</b> |

## *Deliverables/Program Metrics:*

- Maintain and grow attendance at Taste Ontario! Events
- Recruit licensee's to the new recognition program
- Increase number of licensee's recognized by 15% over predecessor program – from 180 to 208

### Leveraged industry investment

- ✓ 54 Wineries participated in Toronto and 48 in Ottawa
- ✓ 200 cases of wine x 2 events
- ✓ Accommodation, travel and staff for Ottawa event - 96 people



## ***Objective:***

- ❖ Building on the national wine export initiative and drive VQA quality credentials and build international exposure for Wine Country Ontario.

## ***Strategy:***

- ❖ Invest and participate in select inbound media and buyer missions – from UK, US and Asia.
- ❖ Assist in preparing Ontario wineries to succeed in export markets through educational seminars.
- ❖ Drive awareness and image for Wine Country Ontario and VQA wines in key international markets through PR efforts.
- ❖ Build educational assets as appropriate for key market audiences.



## *Activity Details:*

- Execute 2 export readiness seminars for wineries wanting to enter the US and Asia in partnership with Ontario Food Exports
- Participate in Canada Media Marketplace. Organized by the Canadian Tourism Commission for American journalists interested in Canada. Partner with NOTL Chamber of Commerce on participation fee to share space
- Repurpose communication tools and translate content for key markets.
- Organize FAM tours for select buyers from key markets to drive international ambassadorship. Plans include one mission from Hong Kong, United Kingdom and the North Eastern United States
- Organize and consolidate wines for key international competitions with the greatest consumer influence.
  - Post results on website and social media outlets.

# Retail Growth - Export



|   | Current Plan Budget | Forecast Budget | Proposed Budget |
|---|---------------------|-----------------|-----------------|
| Incoming Buyer Missions<br>UK, USA and Hong Kong                          | \$60,000            | \$27,000        | \$50,000        |
| Communications  | \$2,000             | \$2,000         | \$10,000        |
| Canada Media Marketplace<br>Alternates between San Francisco and New York | \$13,000            | \$13,000        | \$10,000        |
| International Competitions  | \$8,000             | \$7,000         | \$7,500         |
| Winery education<br>Export readiness seminars x 2                         | -                   | -               | \$2,500         |
| Media Kit   | \$13,000            | \$12,000        | 0               |
| <b>Total</b>  | <b>\$96,000</b>     | <b>\$61,000</b> | <b>\$80,000</b> |

## ***Metrics:***

- Support of national wine export initiatives.
- Execute 2 export readiness seminars to Ontario wineries on the US and Asia markets
- Influence at least 3 articles on Wine Country Ontario travel in key publications from efforts at Canada Media Marketplace
- Translate new video to Chinese, Japanese and Korean.
- Expand reach of communications pieces for Chinese, Japanese and Korean markets.
- Educate potential international buyers

## ***Other investments leveraged:***

- Department of Foreign Affairs and International Trade
- Agriculture and Agri-Food Canada
- Ontario Food Exports
- Ontario Ministry of Economic Development and Innovation
- OTMPC and NOTL Chamber of Commerce



# **PUBLIC RELATIONS**





## TO DATE

### Outreach Significant

Hosted over 160 media and blogger visits to Wine Country Ontario in 2012 (wine, travel and lifestyle focused)

### Media Success Stories

- Two Wine Spectator Articles by Matt Kramer in December 2011. (one in print and one enhanced piece online).
- #LCBOgolocal was trending on Twitter during Wine Country Ontario FAM

### Improved Tracking

- Media Ratings Points media coverage reports \*started Nov., 2011
- Reach 41,000,000
- Clippings 113
- Score 66.81%

## **Objective:**

- ❖ Focus PR Activities to support in a fully integrated and focused way the goals of the Wine Country Ontario Programs.

## **Strategy:**

- ❖ Raise awareness and image of Ontario VQA wine and Wine Country Ontario as a top travel destination with media, bloggers and influencers (wine, travel and lifestyle) primarily in Ontario and elsewhere (key international influencers).
- ❖ Raise understanding by media and key influencers on Wine Country Ontario's appellation story.
- ❖ Continue to grow the understanding of consistent key messaging about Ontario VQA wines and Wine Country Ontario by industry.

## **Target Audiences:**

- ❖ Media from the GTA, National and International (wine, lifestyle and travel) including bloggers. Influencers include industry, stakeholders, government, trade and wine educators.



## ***Activity Details:***

- ❖ Continue to build new and strengthen existing relationships with media and influencers
  - Wine, Lifestyle and Travel media and bloggers
  - Host them at special tastings & events in Toronto, Ottawa and in wine country on FAMs
- ❖ Execute one significant PR idea/event annually to generate awareness for Wine Country Ontario as a top travel destination
- ❖ Develop and pitch new story angles to gain new media attention
- ❖ Develop new and strengthen relationships with key international wine influencers
  - Support key international media and trade missions (strategy supported by national export program goals)
- ❖ Implement annual media training programs to expand the number of spokespeople capable of speaking on behalf of Wine Country Ontario to media and influencers
- ❖ Continue to enhance consistent communication pieces about Wine Country Ontario for use by the industry, media and influencers (print, online, photos, video)
  - Continue to focus on key messages (appellations, quality, local, tourism, green)
- ❖ Continue to work collaboratively with key stakeholders to leverage and stretch PR investments (OTMPC, CTC, key Ontario RTOs and DMOs)
- ❖ Support key Wine Country Ontario led and stakeholder led events & initiatives to leverage PR (ex. i4c, P7, War of 1812, Pan Am Games 2015)
- ❖ Support the building of content and integration of key messages within our social media outlets
- ❖ Monitor media coverage and measure reach with new MRP (Media Rating Points)



| Deliverables/Program Metrics  |  |   |
|---|--|---|
| Activity  | Last Year  | This Year Objective   |
| Host at least one International Wine Influencer each year.                                | Matt Kramer (Wine Spectator)   | Stephen Brook (Decanter)<br>Allen Meadows (The Burghound)   |
| Execute special media tastings (Ontario wine & food media/bloggers).                      | Cuvee media tasting, Icewine media tasting, Taste Ontario Toronto & Ottawa.  | Cuvee media tasting, Taste Ontario Toronto & Ottawa, One themed media tasting in GTA.             |
| Execute activities to increase awareness for Wine Country tourism.                        | FAMS with media/bloggers increases awareness for Wine Country tourism. Chris Robinson Travel Show in Wine Country Ontario. | Add one significant PR event to increase awareness for Wine Country Ontario tourism by Ontarians. |
| Support Wine Country Ontario presence at events/initiatives with media and/or influencers | Canada Media Marketplace, OTMPC media event Japan, P7 – LCBO, LG Wine Awards,  | CTC media event NYC, Texpom 2012, Canada Media Marketplace, P7 – LCBO, LG Wine Awards.            |
| Media Training for Wine Country Ontario industry spokespeople.                            | Train 10 people  | Train 20 people   |
| Host media at key events  | I4C, Icewine Festival, Cuvee, Special winery events and dinners.   | I4C, Icewine Festival, Cuvee, Special winery events and dinners, Canadian Wine Awards.            |
| Host key Ontario media & bloggers in wine country on FAMs                                 | Hosted over 160 media & blogger visits to Wine Country Ontario (wine, travel, lifestyle)                                   | Maintain high level of engagement via hosting media & bloggers in wine country                    |
| Host Quebec media on FAMs and tastings  | Hosted 4 wine media  | Bill Zacharkiw plus at least 2 others (wine, lifestyle or travel)                                 |
| Media Ratings Points media coverage reports<br>*started Nov., 2011                        | Reach 41,000,000<br>Clippings 113<br>Score 66.81%  | Grow reach<br>Increase clippings<br>Maintain score of 50% plus                                    |



|   | Current Plan Budget           | Forecast Budget | Proposed Budget |
|---|-------------------------------|-----------------|-----------------|
| Media FAMs & Engagement<br>*pulled out communication pieces for proposed budget | 75,000                        | 75,000          | 55,000          |
| One Significant annual PR Event   | 0                             | 0               | 48,000          |
| Events/Radio  | 30,000                        | 30,000          | 35,000          |
| Monitoring, Media Databases, MRP  | 20,000                        | 20,000          | 24,000          |
| Media Training for Spokespeople   | 8,000*<br>reallocated per IMC | 10,000          | 20,000          |
| PR Support for Wine Country Tourism   | 20,000                        | 18,000          | 18,000          |
| Contract & Writing Support  | 16,000                        | 16,000          | 12,000          |
| Industry Communication Pieces   | 0                             |                 | 10,000          |
| Press Releases  | 8,000                         | 8,000           | 8,000           |
| Wine Samples to Magazines   | 0 *reallocated per IMC        | 0               | 0               |
| <b>Totals</b>   | <b>177,000</b>                | <b>177,000</b>  | <b>230,000</b>  |

## Leveraged industry investments

- ✓ Wineries provide product and invest time hosting media on FAMs
- ✓ Wineries provide product for media tastings
- ✓ Wineries send product samples for wine media to review

Other leveraged investments  
OTMPC, OCTA, CTC, RTO's,  
Export Funding



# **MARKETING PLAN BUDGET 2012-2013**





# **MARKETING PLAN WORKPLAN 2012-2013**

