



This slide pack:

- Is a summary document providing a high-level overview of **Wine Marlborough's 2022-23 Annual Plan**
- These annual goals underpin the annual operations plan that delivers on our [Strategy](#) and are over and above existing business as usual activities and responsibilities.

Focus Areas

ANNUAL PLAN 2022/2023



<p>1. Member Engagement</p> <p>Understand our members, their needs and use this to create value for them.</p>	<p>2. Community</p> <p>Build distinctive culture and regional identity within the industry and the Marlborough community.</p>	<p>3. People</p> <p>People are everything. We support the education, training, attraction and ongoing career development, and wellbeing of people in the industry and understand our role in a sustainable workforce for the Marlborough wine industry.</p>	<p>4. CSR</p> <p>Establish Wine Marlborough's position on corporate-social responsibility and support industry by enabling members to have access to good guidance and resources.</p>
<p>5. Data & Information</p> <p>Plan for and capture important information on key issues in advance, so we can forecast and prepare, not just respond.</p>	<p>6. Environment</p> <p>We support best practice at a local level, enabling members to have access to good guidance and resources. We share the industry's environmental efforts and our successes.</p>	<p>7. Communication</p> <p>Connect stakeholders to our region in ways that are meaningful and tangible to build the reputation of Marlborough's wine region.</p>	

1. Member Engagement



Understand our members, their needs and use this to create value for them.

1.1 Segment our members into business model groups and key attributes, through two internal workshops, completed by August 2022, and used as framework to review by Jan 2023.

1.2 Develop a matrix to understand and measure how our activity serves the member segments identified in 1.1, draft to be completed August 2022, finalised September 2022 and template applied to future planning, design, reporting and review of our activities.

1.3 Develop an annual survey to capture member insights to review activities with an objective perspective and inform the next planning cycle. Outsource to be conducted Jan 2023.

1.4 Support and become a more active participant in the NZW tech review process to improve CRM and fulfill our own data information needs. Obtain and review scoping document in June. Feedback to NZW in July. Request updates monthly.

2. Community



Build distinctive culture and regional identity within the industry and the Marlborough community.

2.1. Define the purpose of (all) events by mapping stakeholder segments involved and understanding which focus areas the event contributes to (and how they create value to members). As a team, define which events can become tactics of our annual plan goals by the end of June 2022.

2.2 Clarify how our activities contribute to building distinctive culture and regional identity both within industry and/or our local community through the event purpose statement (2.1) and identify gaps and opportunities (and a process to recommend new activities) for the next annual planning cycle Team review in Feb 2023.

2.3 Partner with Destination Marlborough and industry to implement the Destination Management Plan Wine Tourism strategy, by coordinating a Cellar Door steering group to implement priority activities to collectively plan for the return of international travelers, by October 2022.

2.4 Lead an industry initiative to celebrate 50 years of Marlborough Sauvignon Blanc, that brings our wine community together. WML to intentionally lead but with alignment from NZW and support from Pernod Ricard, Destination Marlborough, Marlborough District Council and Marlborough Chamber of Commerce (*two-year goal, delivery next FY*).

2.5 Build a timeline of critical decisions for the 2023 Marlborough Wine & Food Festival event; when, where, for who and what evolution will be embedded to deliver the MW&FF, maintaining the traditions and culture and laying the foundation for the future by 30 July 2022.

2.6 Develop the Marlborough Wine Show Long Lunch Celebration by focusing on increasing attendee capacity to enable a broader range of industry to attend and celebrate excellence within the industry on 28th of October 2022.

2.7 Develop Wine Marlborough Partners evening to strengthen their connections with industry and members and to deliver more value to our sponsors in May 2023.

3. People



People are everything. We support the education, training, attraction and ongoing career development, and wellbeing of people in the industry and understand our role in a sustainable workforce for the Marlborough wine industry.

- 3.1 Develop a Marlborough Workforce Action plan in collaboration with industry and sector stakeholders via a steering group, consultation, and workshops to identify key needs and pain points addressable at regional level for plan iteration 1 to be completed by Dec 2022.
- 3.2 Implement a Pilot of the Workforce Action plan, including testing at least one key issue and industry collaboration for implementation, using working groups for implementation and obtain funding support where required, underway before June 2023.
- 3.3 Conduct existing workforce data collection e.g., remuneration and vintage surveys, and test fit for draft workforce action plan by assessing the need of current data collected and identify any data gaps, review by end of planning cycle.
- 3.4 Planning and preparation for seasonal peaks to understand challenges ahead of time and work with key stakeholders to provide information and address seasonal challenges, identify mechanisms for planning between stakeholders and have these established and scheduled by July 31, 2022.
- 3.5 Identify resource and expertise required to develop Wine Show judging programme to enhance and grow future Marlborough judging pool Oct 23, event timing June 23.

4. CSR



Establish Wine Marlborough's position on corporate-social responsibility and support industry by enabling members to have access to good guidance and resources.

- 10.1 Engage a consultant to help develop a WML policy and define short term and long-term objectives – e.g., events waste and carbon, or sponsorship review, industry engagement by year end 2023.
- 10.2 Identify who is active and engaged in CSR space within our member groups to understand their focus areas and ambitions.

5. Data & Information



Plan for and capture important information on key issues in advance, so we can forecast and prepare, not just respond.

5.1 Map what data and information we collect or have access to, led internally by advocacy manager and used to identify immediate gaps and clarify how and when this is integrated into the Wine Marlborough annual plan calendar. Mapping to begin March 2023 for FY23-24 planning and to be scoped for potential outsourcing in FY23-24.

5.2 Review and create digital systems to improve team efficiency, led internally by comms manager, reviewed quarterly and audited at the end of year.

5.3 Identify consistent information that needs to be incorporated into event project plans, using annual plan as master template, led internally by event manager, reviewed quarterly and audited at the end of year.

5.4 Draft the long-term information needs of the organisation and the industry (e.g., trends, threats), working paper prepared by advocacy manager and used for next annual plan.

5.5 Create standardised repeatable forms for the team, by internally reviewing all survey templates by marketing and comms mgr. to measure activities consistently year on year and across activity types and support decision making to create more value, by Nov 2022.

5.6 Create WML principles for collection, sharing, using and release of data and information when working with other agencies. Draft created by Jan 2023, as part of 3.2 to inform and develop MOU's in future.

6. Environment



We support best practice at a local level, enabling members to have access to good guidance and resources. We share the industry's environmental efforts and our successes.

6.1 Partner with SWNZ to test format for new Regional Snapshot reports that will provide environmental insight and benchmarking against industry averages. Test with SWNZ in October. Final product available April 2023.

6.2 Develop a wish list of key benchmarks to explore and extract from SWNZ data to prepare for the Marlborough Environment Plan hearings on the water chapter for March or April 2023.

6.3 Increase content and accessibility of environmental information for members (comms and stories for Winepress /our other comms channels), via monthly Winepress planning.

6.4 Use 6.1 and 6.2 to share for wider circulation to our community to establish understanding of industry positive environmental impact.

6.5 Partner with MDC to assist information gathering for waste treatment future proofing. Evaluate best process for gauging future industry growth and development and forecast winemaking by product volumes. Step 1 in July, 2022.

6.6 Hold wastewater month in October 2022 with peer-to-peer learning via 3 x site visits and final wastewater workshop in November 2022 in collaboration with MDC.

7. Communications



Connect stakeholders in ways that are meaningful and tangible to build the reputation of Marlborough's wine region.

- 7.1 Build an integrated communications process for all Wine Marlborough team led activities to plan and publish targeted comms, creating sufficient timing for promotion, and/or promotional budget. Process to be developed by July 2023.
- 7.2 Implement a 6-month trial of new digital publishing formats such as podcast for Winepress by measuring impressions and engagement to improve accessibility of the magazine over Jan 23 – FY23/24.
- 7.3 Align the Marlborough Wine Region more closely with the regional identity by being an active partner in Destination Marlborough brand review and reviewing all WML branding concurrently for 2023.
- 7.4 Review and simplify all url and social media engagement responsibilities by role amongst the Wine Marlborough team to improve content management efficiency, information gathering and engagement. Timing Oct 2022.
- 7.5 Quarterly team review for what is happening outside of new comms process (7.1) to support team collaboration to think more intentionally about comms to highlight, support and educate key issues for members.
- 7.6 Create a digital take over for #SauvBlancDay to become Marlborough's day by connecting Sauvignon Blanc lovers around the world with the Marlborough wine region by driving awareness of the day, collaborating with our region and creating a themed social media campaign 8 weeks out distributed 6 weeks pre #SauvBlancDay.
- 7.7 Complete feasibility analysis for a user pays education pilot masterclass for 2022 gold medal wines, targeting NZ on-trade in two cities to re-engage and educate trade about Marlborough wine diversity. Create and trial a new model that could be repeated in international markets for future shows with NZ Inc. partners. Feasibility completed by 20th July and confirmed before entries open 15th August. If confirmed comms developed to engage members and promote with show t's and c's.
- 7.8 Draft and test concept for a long-term education programme to champion diversity and age ability of Marlborough wines, by developing a library opt-in programme for Marlborough Wine Show (MWS) gold medal wines, positioning the MWS to promote quality and diversity and create more value for more winery members. Completed by 30th July and confirmed before entries open 15th August. if confirmed comms developed to engage members and promote with show terms and conditions.
- 7.9 Attract and reconnect with our festival attendees and target audiences by developing a targeted product/ and or specific campaign to help build Marlborough's wine image and reputation in our key markets. Develop plan in July, to start executing October - Feb.
- 7.10 Develop a brief and investigate local outsourcing options for a consumer comms plan designed to regain trust and recreate the 'festival experience' to reassure the image and reputation of the iconic event at a new location.



Events

SMART GOAL 2.1 Define the purpose of (all) events by mapping stakeholder and member segments, understanding which annual plan focus areas the event contributes to (and how the event create value to members), and identify which events form tactics in our annual plan goals. Completed as a team by the end of June 2022.

Event	Marlborough Wine & Food Festival	#SauvBlancDay	The Marlborough Young Viticulturist of the Year	Young Vit Celebration	The Marlborough Young Winemaker of the Year	Young Winemaker Celebration	The Marlborough Wine Show	The Marlborough Wine Show Long Lunch Celebration
<i>Purpose Statement</i>	To put Marlborough on the map as a great wine region. To showcase Marlborough as a great wine region by providing a platform for the wine industry and community to come together and celebrate Marlborough.	Digitally connect Sauvignon Blanc lovers around the world with Marlborough.	The Young Viticulturist of the Year Competition provides a fantastic opportunity for viticulturists 30 years or under to upskill, grow in confidence, widen their network and start making a name for themselves within the industry.	Supporting the promotion of excellence and celebrate young leaders of viticulture, led by industry (committee)	The Young Winemaker competition aims to help ambitious and passionate young people become future leaders of the NZ wine industry. It is a fantastic opportunity for emerging young winemakers to grow, develop and advance their careers.	Supporting the promotion of excellence and celebrate young leaders of Winemaking, led by industry (committee)	To champion excellence, provenance and promote diversity of Marlborough wines through a regional wine show	To recognise the Marlborough Wine show trophy winners and build a tradition to celebrate excellence within our wine industry .
<i>Stakeholder segments</i>	Winery Vineyard Cellar Door Labour/RSE Contractors Machine contractors Industry Suppliers Tourism Citizens MDC	Winery Vineyard Cellar Door Industry Suppliers Tourism	Viticulture Machine Contractors Industry suppliers (as sponsors) Education/ Training providers	Viticulture Machine Contractors Industry suppliers (as sponsors)	Winemaking Machine Contractors Industry suppliers (as sponsors) Education/ Training providers	Winery Industry suppliers (as sponsors)	Winery Vineyard Cellar Door Industry Suppliers Education/ Training	Winery Vineyard Industry Suppliers
<i>Value to members</i>	A platform for members to share their brand stories with our community and consumers. An event for the whole industry to come together with the community to put Marlborough on the map.	Promotion of product A digital day for Marlborough	An opportunity for the young people in our industry, to upskill, go confidence and make a name for themselves within our industry.	Networking Connection and celebration with industry peers	An opportunity for the young people in our industry, to upskill, go confidence and make a name for themselves within our industry.	Networking Connection and celebration with industry peers	Recognition across peers Professional development of judging talent within the region Contracted to independent chief steward	Networking Connection and celebration with industry peers recognition
<i>Long term vision</i>	To put Marlborough on the map as a great wine region.	For #SauvBlancDay to become Marlborough's day by connecting Sauvignon Blanc lovers around the world with the Marlborough wine region.	Revisit financial model for event and consider what is required for wider professional development for this sector of the wine industry.		Revisit financial model for event and consider what is required for wider professional development for this sector of the wine industry.		Aspire to develop an international PR program showcasing the best Marlborough wines from each show. Develop a long-term education programme to champion diversity of Marlborough wines and age ability.	To celebrate excellence in more areas of the industry.