Working together as a state grape and wine industry

For the 2003 IGGA Conference

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Strategic Planning

- ✓ Lock yourselves in a room
- ✓ Create a ‘possibilities list’
- ✓ Set priorities
- ✓ Pick some ‘winners’
- ✓ Agree to disagree
- ✓ Don’t re-invent the wheel – steal unabashedly
- ✓ Find a passionate ‘leader’ or two
- ✓ Develop partnerships
- ✓ Look for financial ‘security’

Lock yourselves in a room

- Get some professional help
- Storyboarding – SWOT analysis
- KISS principle
- Broad based buy ins
- Distribute the plan widely
- Post it everywhere
- Stick to it
- Adjust as situations warrant

Create a possibilities list

- **Goals: realistic to optimistic**
  - **Wine tasting opportunities?**
  - **Media recognition?**
  - **20% annual industry growth?**
  - **100 new acres planted per year?**
  - **85% industry sales based on tourism?**
  - **Restaurant/retail outlet sales?**
  - **$25 bottle of Iowa wine?**

Set priorities

- Can’t do everything at once
- 1 - 3 - 5 year plans
- Everyone needs to understand their time will come
- Balance between needs of old, new, large, small, public, private

Pick some winners

- **Want to show some very successful accomplishments**
- **Tie in media/consumer/winery events – maybe even politicos**
- **Seek opportunities that promote winery cooperation**
- **Focus on mutual benefit – feel good is very important for a fledgling industry**
- **Get together as a ‘family’**

Agree to disagree

- Everyone needs to know the plan
- Enough work to do – ignore the toughest of the issues
- One voice to media and politicos
- Private ‘tweaking of plans annually
- Make clear distinctions between public and private good – leadership MUST have a global view of the Iowa wine world

Don’t reinvent the wheel – steal away

- No secrets, just ‘theft’ with adjustments
- Look at a wide range of programs:
  - IL, MO, VA, TX, OH, IN, NY, CA even Europe --- personalities and programs
- Get involved nationally
  - WineAmerica, WGA – DC and otherwise
- Get involved regionally
  - State conferences, ‘License to Steal’ group
- Use e-mail – we like each other
- Divide workload, share lots

Things to consider in your planning

- **Create partnerships – develop leadership**
  - **University**
  - **Private growers and wineries**
  - **Government**
  - **Tourism community**
  - **Economic development coordinators**
  - **Media**
  - **Affinity groups**

Find a leader or two

- Passion, talent, long term commitment, good ‘eye’ and good ‘ear’ – let them grow into the job
- Sources: university, existing wine family, wine ‘groupie,’ young college grad – ‘not for profit’ mindset
- Keep overhead down

Develop partnerships

- You are NOT soybeans
- Amazing what a bottle of wine will do
- Winemakers are ‘American Idols’
- Identify who has access and or who may become a champion:
  - Media - Dept. of Agriculture
  - Tourism - Dept. of Transportation
  - Politicos - Free lance writers
  - NPR, PBS - University

Establish financial security

- **Private dollars**
  - **Dues**
  - **Events – activities**
- **Public dollars**
  - **Look around at the states' best plans**
- **Grants: foundations, government, university, others**
- **DO NOT PUT ALL OF YOUR EGGS IN ONE BASKET – maintain dollars your industry can control**

Do the best that you can do

- More is not always better
- Attention to detail
- Follow-up – internal and external
- Global vision
- Patience
- Have fun, respect each other, love what you do