

COONAWARRA

Australia's **Red** Wine Centre

Coonawarra Grape and Wine Incorporated Information Session

Determining the strategic blue print for the region's future 2016 - 2018

Building Brand Coonawarra 2016 - 2018

Proposed Membership Fee Structure 2016 - 2017



Coonawarra Grape and Wine Incorporated

Coonawarra Grape and Wine Incorporated (CGWI), is an amalgamation of the former Coonawarra Vignerons Association and the Coonawarra Grapegrowers Association. CGWI officially came into being in December 2013.

CGWI is the entity that supports local grapegrowers and winemakers by facilitating the promotion, marketing, technical innovation, finances and administration associated with the Coonawarra wine region membership.

Integral to CGWI is protecting the integrity, and enhancing the reputation, of Coonawarra as a fine wine region.

The CGWI liaises with Federal, State and Local Government representatives, and wine industry bodies as required, to ensure the needs and wishes of the membership are communicated and integrated in decision making processes and forums.

The nine person CGWI Board functions with an Independent Chair, with members taking on the role of President and Treasurer. Two sub-committees report to the Board and focus on: Promotions and Events, and Viticulture and Oenology, with additional committees reporting to them.

The CGWI employs a Wine Industry Officer and a Finance & Administration Assistant who are based in the Church Street office in Penola.

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Australia's **Red** Wine Centre

Determining the strategic blue
print for the region's future
2016 - 2018

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INTRODUCTION

Coonawarra Grape and Wine Incorporated (CGWI) is the membership group representing winemakers and grape growers within the Coonawarra GI. The body was incorporated two years ago via the merger of the Coonawarra Vignerons Association (formed in 1979 to promote Coonawarra as the best wine producing region in the world) and Coonawarra Grapegrowers Association.

This strategic plan sets the future direction for the organisation, addressing the business priorities of its members as a collective group. The strategy has a three year horizon between 2016-2018, and is supported by a marketing action plan, sub-committee charters, organisation structure and budget.

The strategy covers six key pillars:

- | Internal: | External |
|----------------------------|---------------------------------|
| 1. Governance & Operations | 4. Government & Industry |
| 2. Membership & Finance | 5. Market Development |
| 3. Viticulture & Oenology | 6. Marketing & Public Relations |

The strategy is to direct the activity and efforts of CGWI but should also act as a lighthouse for the region's members, directing the way and providing a framework for regional and individual business success.

Ownership of its implementation ultimately rests with the Board but needs to be taken on by all member businesses to enable it to be truly successful.

REGIONAL VISION

Coonawarra will be nationally and internationally sought-after as a progressive, world-class winegrowing region, whose unique culture is embodied in its wine and in its people.

The place is a coveted world wine destination for consumers and wine trade.

Discover the Coonawarra Effect.

STRATEGY OBJECTIVES

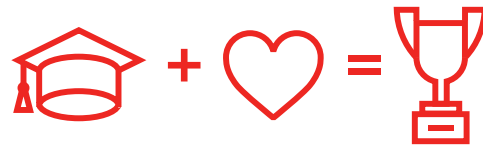
INTERNAL

- To have a strong membership offer that delivers value back to member businesses
- To have a sustainable funding model with multiple funding sources
- To ensure a management and resource structure to effectively deliver the plan
- Effective committees that support the delivery of the strategy.

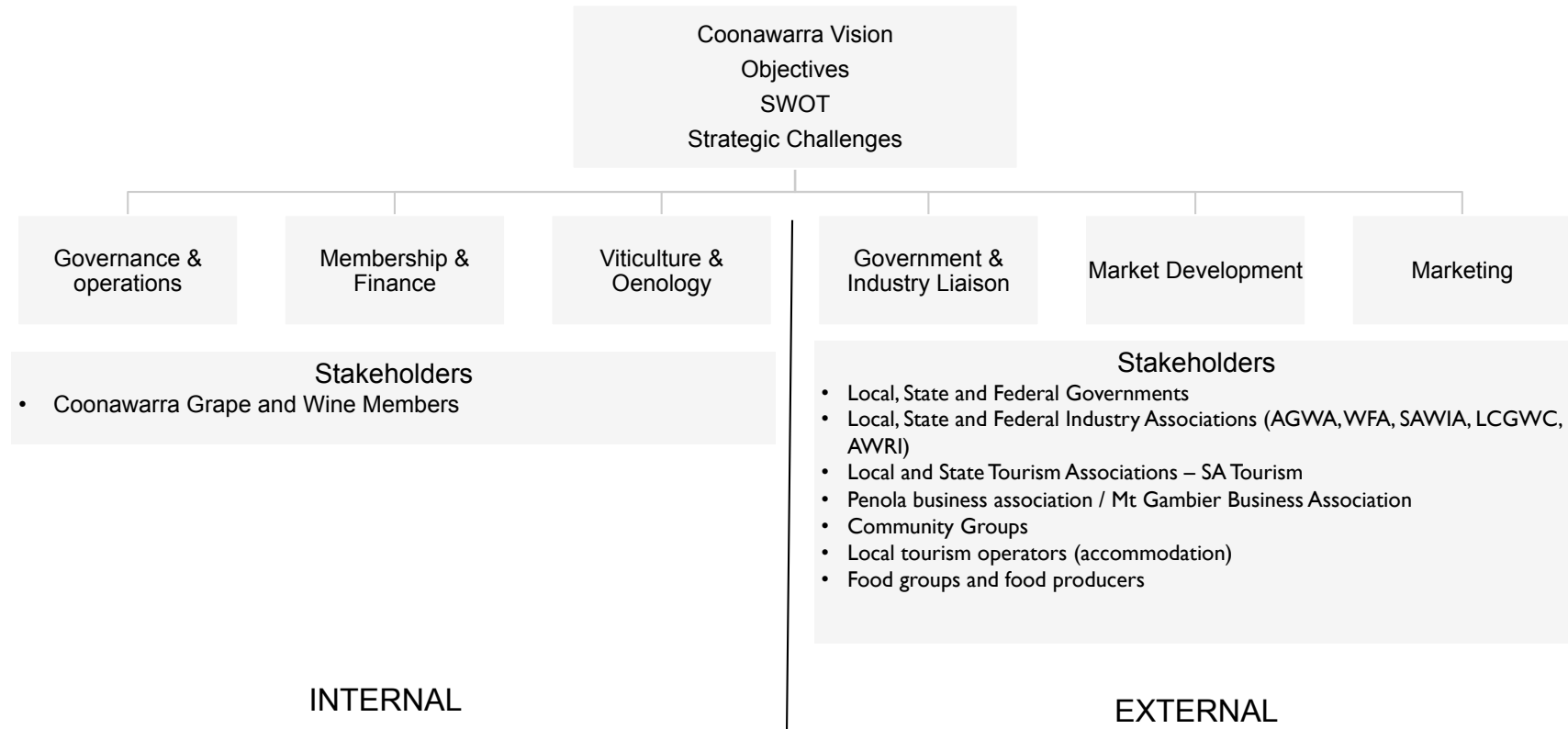
EXTERNAL

- To ensure that CGWI is seen as a strategic leader in regional and state development
- To position “Coonawarra” as an exciting, progressive, must-have region for major wine markets at home and abroad
- To develop and deliver market development activity in conjunction with members and other stakeholders in priority markets
- To support relevant tourism development activity to drive visitation to the region alongside regional and state tourism bodies.

STRATEGIC RECOMMENDATIONS



STRATEGIC OVERVIEW



GOVERNANCE & OPERATIONS

- Develop a clear, actionable strategic plan that sets direction for the organisation over the following three year period. The strategic priorities then determine the organisational structure, funding and resource priorities

Initiatives:

- Finalise this strategic plan that is then ratified by members and the Board
- Determine the most effective committee structure to support implementation
- Identify resource and funding priorities
- Develop an annual operational plan to support strategy implementation
- Develop an annual marketing and public relations plan that supports the strategy
- Develop clear and effective member communications
 - Investigate alternative ways of disseminating updates and information to members – could text messages be an effective strategy to notify of upcoming events and alert members to emails or other announcements?
 - Members Facebook group that people apply to be part of and could operate like a discussion group or forum for members.

Outcomes:

- Clear strategic direction with the support of members
- Active and effective committees contributing to the regional objectives
- Appropriate resource levels for the strategic priorities identified
- More active and engaged current members
- Growth in overall membership

MEMBERSHIP & FINANCE

- Develop a sustainable membership structure to support delivery of the strategic plan and identify alternate sources of income to increase our capacity to be an effective and representative organisation

Initiatives:

- The structure of membership programs and fees has been a significant area of review with a revised membership model to be presented at the AGM later in 2015. The goal of the new membership structure is to enable the recommendations within this strategy to be implemented.
- Importantly, members and the community need to embrace the new name of the organisation with a concerted effort made to change old habits of referring to “Vignerons” and “Grapegrowers” – signage, collateral and colloquial references need to be updated to show the commitment to the new entity
- Community programs commensurate with corporate social responsibility, member health and wellbeing as its core platform are highly valued by the community as per the Community Plan including:
 - Re- establishing the community health program
 - Participating and supporting local mental health programs in the region
 - Community network such as tea nights
 - Communicate new membership proposal to current and new members.

Outcomes:

- Effective and efficient membership structure
- More active engagement of members
- Increase in members overall for CGWI
- Strong community sentiment with CGWI being seen as an active community leader
- More clearly define member benefits

VITICULTURE & OENOLOGY

- Develop a clear action plan and priority focus that demonstrates how the “supply” side of the region – ie grapegrowing and winemaking supports the demand building side of the region (brand, sales and marketing) and how VOC activities support and underpin the Coonawarra brand promise

From discussions with Board and other VOC members, there is a genuine commitment to ensuring a high level of member benefit to the grapegrowing community in the region. Rather than looking at an organisation in two parts, the recommendation is to increase awareness and understanding of the strategic interdependence of the grapegrowing and winemaking communities. The following high level objectives have been identified:

- Effective advocacy for and management of macro-environmental issues that are critical to the region’s brand positioning on Climate and Geology
- Strong advocacy in issues of regional importance, including: fracking, Penola By-Pass; Penola Pulp Mill, and water and environmental sustainability
- Continual improvement in viticultural and winemaking best practice and professional development to support the growth and making of world class wine
- Fostering greater collaboration and knowledge sharing that demonstrates the region’s commitment to community
- Ongoing education and training for the grapegrowing and winemaking community on activities and strategies for building global demand for Coonawarra grapes and wines
- Provision of value-added services to members such as grape sale register, weather station network, Cabernet Leaders scholarship and the like
- Continue to support innovation and research activities, such as the Eutypa studies, and Phylloxera research currently occurring.

Outcomes:

- Active and engaged grapegrower community
- Continual improvement in best practice standards of viticulture and winemaking
- Clearly identified regional points of difference in terms of regional geology and sustainability that underpin the regions brand positioning

VOC ACTIVITY TABLE

ISSUES MANAGEMENT	
MICRO	MACRO
<ul style="list-style-type: none"> • Having the capacity to manage individual member challenges or issues • Developing agreed positions on issues that may impact on the region 	<ul style="list-style-type: none"> • Government lobbying on major regional issues such as fracking, water management and other major environmental issues
DEVELOPMENT	
MICRO	MACRO
<ul style="list-style-type: none"> • Coonawarra Weather station network and disease monitoring & prediction network • Communication and understanding of demand side activity and how that impacts on supply • Conduct a material review with all members to gather and consolidate existing regional data on geology, soil types, mapping and develop a strategic and scientific approach to talking about the region's geology that underpins that brand pillar (Ref: McLaren Vale Geology and scarce earth projects; 'Unearthing Viticulture' in LCGWC resources) • Guide, inform and manage regional research and development plans and trials • Strengthen the Cabernet Leaders scholarship program • Grape sale register 	<ul style="list-style-type: none"> • Professional development: <ul style="list-style-type: none"> • Individual – training, workshops, skills development • Group collaboration – members coming together to share expertise “A Rising Tide Lifts all Boats” • Skills register – members list their individual areas of expertise and how they (their businesses) can mentor others in the region. Skills networking program of peer to peer training • Work with the AWRI to develop a major research project that could look to identify scientifically the unique attributes of Coonawarra Cabernet – a project that underpins, with good science, the brand pillar of “Our Signature” • Regional position on sustainability and sustainability programs that provide a regional point of difference over and above programs such as Entwine

GOVERNMENT & INDUSTRY

- Effectively represent Coonawarra Grape and Wine Incorporated and its members to all levels of government and peak industry bodies through appropriate lobbying in order to: identify and secure external funding, collaborative marketing and regional development opportunities, for the sustainable economic and social growth of the region

Initiatives:

- Ensure CGWI is seen as a leader and influencer with industry and government
- Develop a stakeholder and influencer map for the region (See Appendix 1)
- Actively identify, convert and monitor funding opportunities and report back on funding requirements
- Present the strategic plan to key stakeholders and update on progress on a regular basis
- Develop a regional transport master plan focussed on long term transport needs for getting to the region, and safety for road users in the region.
- Seek funding in support of a scoping study to develop more integrated, cross-regional tourism activity (Limestone Coast, Mt Gambier, Great Ocean Road, Grampians and Coonawarra)
- Create a bike trail in the region with an interactive history component as an additional tourism draw card for the region.

Outcomes:

- Effective relationships with CGWI and all relevant stakeholders
- Increase in regional funding by \$x per annum
- Broad regional understanding of the strategic plan and key objectives for next three years
- Transport Master Plan and Regional Tourism Action plan developed in the first 12 months

REPRESENTATION

The Board should identify key policy positions – for example, a Transport Master Plan, a Tourism Action Plan, and a Market Development Plan, that are understood by all members and regularly communicated to key stakeholders.

In turn, this will provide various levels of government and prospective funding bodies with the confidence to invest in the organisation and its activities - regardless of size, because of the clarity of regional priorities and vision and the clear plan of what is required in order to develop socially, economically and physically.

MARKET DEVELOPMENT

- Set priorities for market development and work with external agencies and members to devise key market development programs that see growth in the demand (value and volume) of Coonawarra wines

Initiatives:

- Continue to support the roll out of Wine Australia's export market development plan
 - Understand how the region and its members need to continue to support activity inmarket – ie China Website
- Conduct domestic market distributor engagement with the Coonawarra story and present the summarised version of the marketing plan inmarket (as part of the Roadshow activity)
- Develop a more comprehensive approach to domestic market development
- Develop online resources that tell the Coonawarra story and can be shared with trade and consumers in key markets:
 - Video series for each pillar of the Coonawarra Effect
 - Regional webinar tastings held at key times in target markets
- In region trade visitation program to communicate the Coonawarra Effect and convert support for the region
 - Develop a trade visit itinerary that focuses on the four pillars of the Coonawarra Effect – a trade immersion program.

Outcomes:

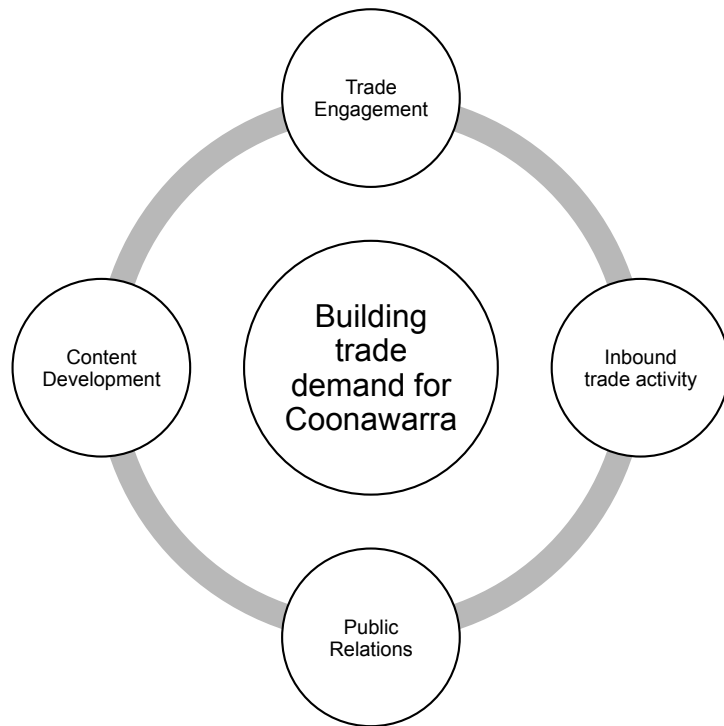
- Increased volume and value demand for Coonawarra Wines
- Increase in status and reputation of Coonawarra in priority markets

PRIORITY MARKETS

The below market priorities have been developed in line with Wine Australia's recommendations for export and where the market opportunity is in the domestic market. Individual wine businesses are encouraged to continue to pursue their own market development priorities, however the CGWI will take a targeted approach to invest finite resources rather than spreading small amounts of funds across many activities.

	Primary markets	Secondary markets
LOCAL	Cellar door visitor conversion to sales Direct to consumer and mail order Limestone Coast Wholesale Trade	
DOMESTIC Note: alphabetically listed only	Adelaide Brisbane Melbourne Sydney	Canberra Darwin Perth
EXPORT	China – priority focus to capitalise on in-market activity North America / Canada	UK Hong Kong Singapore / Malaysia Japan

DOMESTIC MARKET DEVELOPMENT



This section will be expanded in the marketing plan, however the domestic trade are gate keepers who must be activity engaged in the regional story.

Trade engagement:

- Start with the agents – conduct a series of regional presentations to all distributors representing Coonawarra member brands. Include a current release and back vintage tasting to demonstrate where the region is going. Include research on demand for Coonawarra Cabernet in particular
- Develop a trade tasting component of the Roadshow and launch it in 2016

Inbound trade activity

- Develop an in-bound domestic trade visit program to bring the Coonawarra Effect to life

Public relations

- Develop a PR plan to place positive editorial content into key publications and digital sites that reinforces the region's key messages and positions it as a fine wine leader

Content development

- Ensure all members are armed with great content on the region, its stories and positioning to constantly reinforce the region's strengths.

MARKETING

- A clear and compelling regional brand proposition that differentiates the region, builds esteem and ultimately drives demand for the region's wines and wine experiences

Initiatives:

- Develop a regional brand positioning for Coonawarra (see slides 20-21)
 - Clearly articulate the brand story and regional voice
 - Develop the visual brand assets to tell the region's story in the desired way (new imagery, focus on people and their stories)
 - Developing brand guidelines to ensure consistent representation of the regional brand
 - Conduct a communications audit to ensure all marketing materials and third party collateral accurately reflect the desired brand position
- Develop a regional marketing plan (associated document to this strategy plan)
- Develop the digital offer for the region including refreshed website
- Investigate the broader regional proposition aligned with food and other primary producers for a collaborative approach to marketing activity
- Develop an increased awareness of and focus on the importance of Tourism Product Development to drive regional visitation and demand.

Outcomes:

- A clear and differentiated brand proposition for the region that makes rational and emotional connections with consumers, trade and media
- Measurable demand increase for Coonawarra wines over time
- Increased regional visitation
- Increased traffic to and engagement with digital brand assets:
 - Coonawarra Website
 - Social media platforms

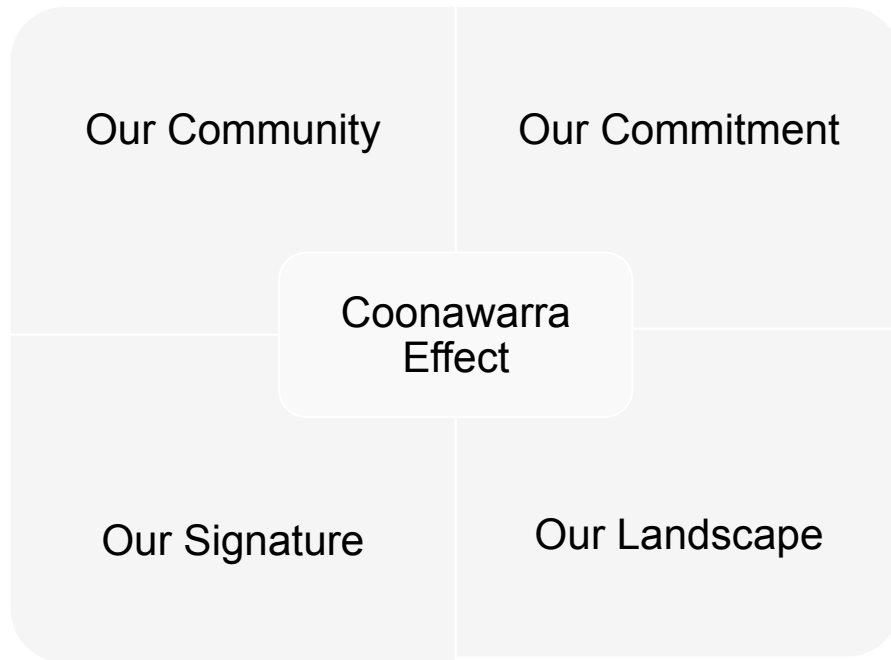
MARKETING FRAMEWORK

The marketing framework in this strategic plan sets directions, priorities and key actions to guide regional marketing activity in the coming years. A 12 month marketing plan and implementation calendar sits alongside this strategy and should be reviewed and updated every 12 months.

The marketing objectives for the Coonawarra Region are:

- Clearly develop the Coonawarra Brand “voice” and ensure consistency in regional brand messaging via members and third party commentators
- Have a Tourism Action Plan for the region that supports inbound tourism activity and drives cellar door visitation, including an increased focus on the need for tourism product development to drive visitation demand
- To have a clear strategy for building demand of Coonawarra wines in priority markets (identified earlier)
- Strengthen the digital footprint for the region that drives increased engagement and interest in Coonawarra
- To position Coonawarra as Australia’s premier Cabernet Sauvignon region that sees Coonawarra Cabernet Sauvignon grow in value and volume over the ensuing five year period.

BRAND DEFINITION



The Coonawarra Effect has many layers of meaning.

Our Community ... speaks about our people, customs and culture; our cultural journey.

Our Commitment ... speaks about our markets, partnerships and audiences; our key relationships and our engagement strategy.

Our Signature ... speaks about our wines and brand story; our origin and history.

Our Landscape ... speaks about our geology, geography, climate and practices; our sense of place.

BRAND VOICE



VISUAL BRAND DEVELOPMENT

People buy products and services they like from people they like.

When the current visual assets of the region are audited, the overwhelming number of images are of vineyards, wineries, barrels, wines – not about people.

However one of the most compelling brand attributes of the region is its people and the community.

Every image of the region should include people and the Coonawarra siding backdrop should become one of the most recognised landmarks in the world of wine.

Actions resulting from this strategy:

- Develop a clear photographic brief and commission new regional imagery with the focus on people and community as well as geography and climate. The brief should prioritise emotive, artistic imagery that evokes a sense of community and place as opposed to literal images of wine and vineyards. Latest website insights suggest that less than 20% of people read the content – ergo why images are so powerful.
- Update and refresh all marketing collateral in line with refreshed brand story and let the images do more of the talking – less words, more visual stories
- Develop the Coonawarra brand guidelines for all members to ensure the regional story and imagery is reflected in the right way
- Update core visuals – images in the Coonawarra Hall – image on the office windows – website – to reflect the new visual look and feel.

BRAND STORY

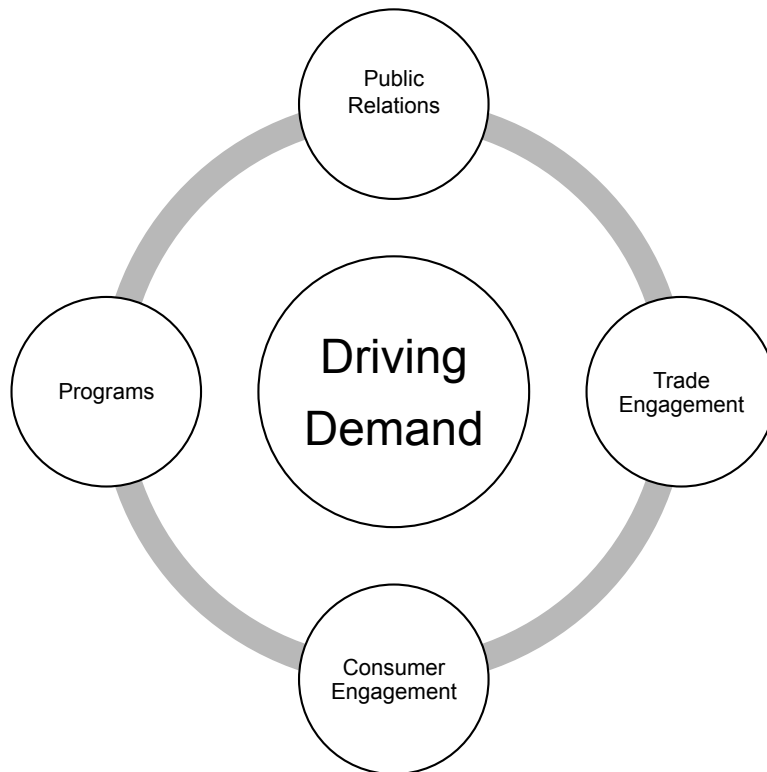
The brand story key components will be included in the marketing plan. It will focus on bringing to life the idea of the “Coonawarra Effect” and will be about less rather than more.

The final words should then be crafted in light of the visual brand development where the words and images are co-created under the one creative brief.

TOURISM ACTION PLAN

TOURISM ACTION PLAN	
EVENTS	PROMOTION
<ul style="list-style-type: none"> • 52 Week Event Calendar building around existing events • Look to integrate with other regional activity where possible 	<ul style="list-style-type: none"> • Use of consistent digital/ & social media tags e.g. for Coonawarra siding photo wall / #coonawarrasiding / Facebook gallery • Inbound tourism PR program • Media famil programs • Working with state and regional tourism bodies • Review tourism collateral and refresh where possible with new stories and imagery
TOURING	PRODUCT DEVELOPMENT
<ul style="list-style-type: none"> • Tourism action plan • Cycle path and interpretive signs • Itineraries / integrated experiences made available via the website • Look to run a pop-up cellar door in Melbourne / Adelaide as a PR tool for regional experiences 	<ul style="list-style-type: none"> • Regional experiences that encompass more than wine – look to run a workshop / program that helps producers to identify ways to develop better experiences for tourists (eg. Regional food experiences)

DRIVING DEMAND



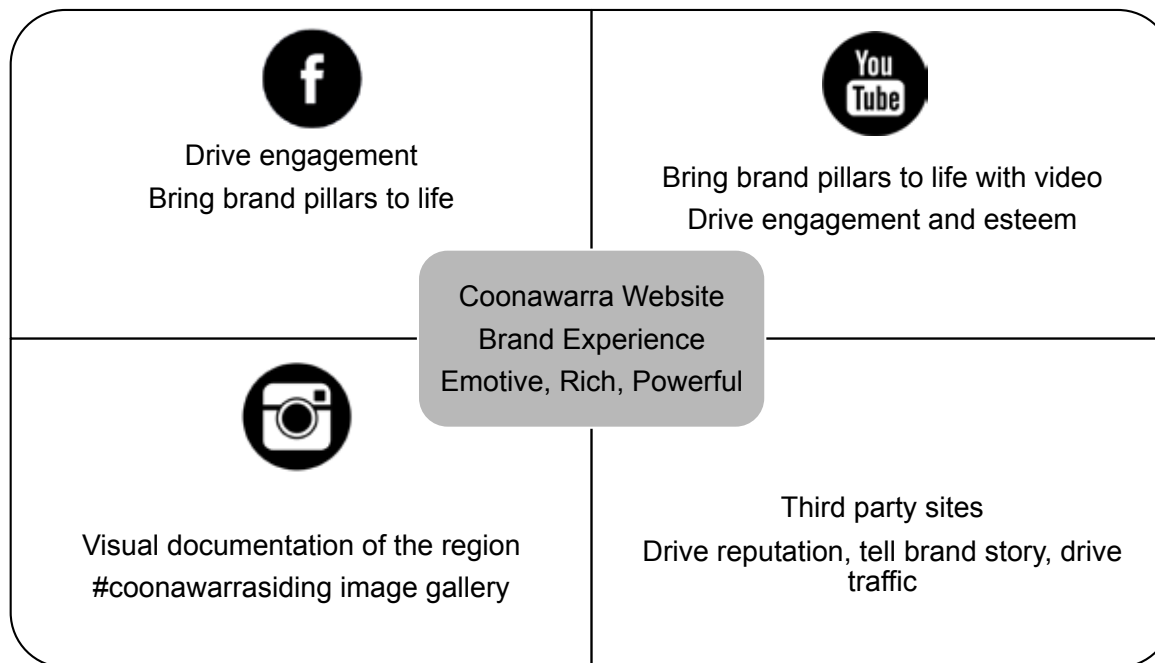
Public relations: Ongoing PR campaign for the region that is all about getting Coonawarra and Cabernet Sauvignon back in front of the influencers

Trade Engagement: influencing the influencers – start with the distributors as already discussed. Run a trade forum on the future of the variety – stats, sales data and a global tasting of leading cabernets.

Consumer Engagement: Roadshows continue, digital engagement and consistency of regional message across members.

Programs: Coonawarra needs a benchmark Program back that celebrates what the region does best. May not be the Barrel Auction but a major annual program should be a priority for development.

DIGITAL FOOTPRINT



In an increasingly digital world, the digital footprint is an absolute must. The major priority for the region is the need for a new website that is responsive to ensure the site offers a good user experience from mobile and tablet screens.

The brand also needs to be brought to life and the new imagery will make that task much easier.

Then, it's the broader digital experience and understanding the capacity and resourcing available for management of the social media environment for the region. The priority pillars are on the adjacent table.

The digital strategy will be further explored in the marketing plan.



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Australia's **Red** Wine Centre

Building Brand Coonawarra 2016 - 2018

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1. INTRODUCTION

Following on from the Coonawarra Grape and Wine Incorporated (CGWI) Strategic Plan, this Marketing Plan has been written to provide a clear and actionable plan to direct the region's investment in marketing and brand building activity from 2016 – 2018.

Importantly the marketing plan should be the principle guide to Coonawarra brand positioning and all members should be encouraged to adopt the recommendations in terms of how the region should be discussed. In addition, the brand positioning work should be shared with non-member wine businesses to encourage them to participate or in the very least, support the efforts of the CGWI in shifting consumer perception of the brand.

The marketing plan has a 36 month horizon and should be reviewed and updated each year as part of CGWI's planning cycle. That being said, it is also vital to embrace the fact that shifting perceptions takes time. Like moving a heavy object, effort needs to be exerted for some time, often without any visible affect, and then slowly a shift occurs. With sustained effort, momentum takes over and the level of effort required over time decreases from the initial push.

There are three strategic principles on which this marketing plan sits:

1. "Confidence comes from within" – this ideology should be embraced by all. Some guiding principles are included in the marketing plan which include; never being negative, not acting like underdogs, and talking about Coonawarra in relation to itself and not in comparison of others.
2. "It's our consumers who matter" – the marketing plan is written with our target consumers squarely at the centre. For too long wine marketing has put the industry and trade at the centre of its marketing, forgetting about the consumer or thinking the consumer is somehow just like the industry.
3. "People want to connect with people" – in many ways the region's greatest asset is its people. Great wine yes. Great landscape yes. But people buy wine from people. This asset must be leveraged to develop a winning point of difference.

These principles, along with focused and consistent marketing activation, will help to generate a stronger personal and emotional connection that will ultimately underpin the long term brand health of the region.

2. REGIONAL VISION

Coonawarra will be nationally and internationally sought-after as a progressive, world-class winegrowing region, whose unique culture is embodied in its wine and in its people.

The place is a coveted world wine destination for consumers and wine trade.

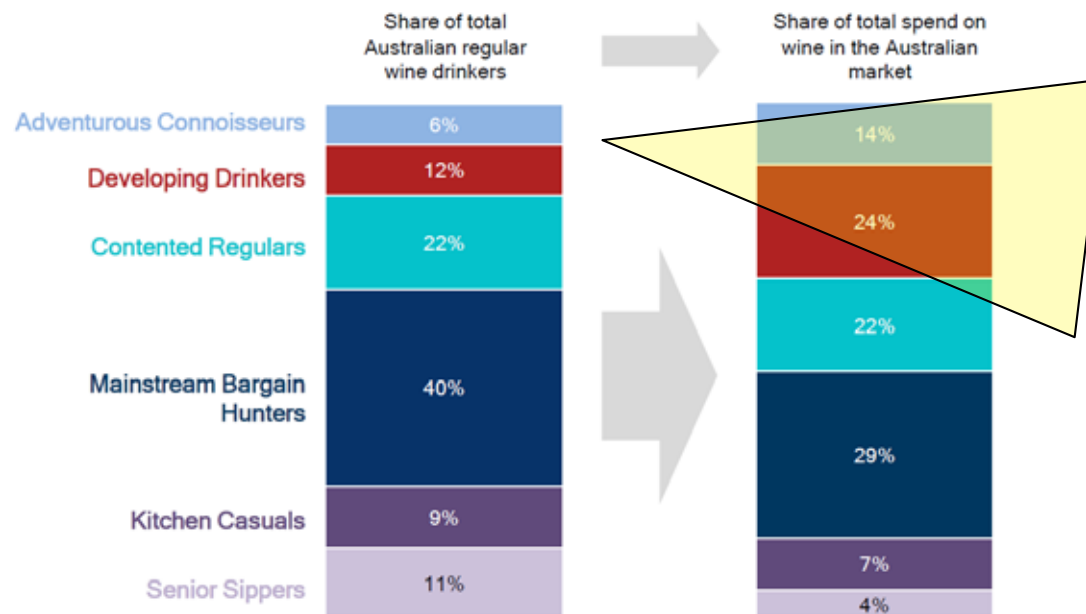
Discover the Coonawarra Effect.

3. MARKETING OBJECTIVES

OBJECTIVES	MEASUREMENT CRITERIA
1. To position “Coonawarra” as an exciting, progressive, must-have region for major wine markets at home and abroad	<ul style="list-style-type: none"> Media circulation and sentiment targets to be set. Target media outlets agreed each year and total circulation reach (10,000,000 Target) Constant review and measurement of sentiment via social media - % engagement on social platforms and positive commentary targets of 90+%.
2. To provide a “launch pad” for individual member brand activity that reinforces the agreed Coonawarra proposition	<ul style="list-style-type: none"> Visible evidence of the Coonawarra positioning being reflected in member marketing activity
3. To develop and deliver market development activity in conjunction with members and other stakeholders in priority markets	<ul style="list-style-type: none"> Increased demand for Coonawarra wines in priority markets Increased engagement (and funding) from tourism bodies
4. To support relevant tourism development activity to drive visitation to the region alongside regional and state tourism bodies	<ul style="list-style-type: none"> Measurement and visitation and ideally, yield of visitors
5. To position Coonawarra as Australia's premier Cabernet Sauvignon region that sees Coonawarra Cabernet Sauvignon grow in value and volume over the ensuing five year period	<ul style="list-style-type: none"> Set targets for annual volume and value growth Establish a regional reporting mechanism

4. TARGET AUDIENCES

Adventurous Connoisseurs and Developing Drinkers account for 38% of total market value, despite being only 18% of the population



The two core audiences of consumers for Coonawarra. See segment definitions in Appendix

Wine Intelligence Research 2011



Relative importance of segments
Share of population and total market value
Base= All Australian regular wine drinkers (n=1,025)

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TARGET AUDIENCES

Wine consumers can't really be segmented by demographics as people buy into wine at different life stages for very different reasons.

What we do know, is that “fine wine” (\$20+) consumers are a relatively small proportion of the market and not all of those consumers see themselves as highly involved wine experts.

The insights here for Coonawarra are that:

- The region must find ways to engage with wine consumers on more than purely wine credentials
- There needs to be a balance between the desire to *educate* consumers about wine and their desire to be *entertained* in the course of investing their “leisure” dollars
- Coonawarra is not really targeted at the mass market of wine consumers, the majority of the wine produced is in higher price points with fewer consumers. Therefore the region must go where those consumers are – digitally and physically – to be able to engage and convert them to the cause.

5. MARKETING FRAMEWORK



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6. STRATEGIC RECOMMENDATIONS

1. Bring “Brand Coonawarra” to life across all marketing collateral, events and activations. Ensure this brand position is embraced by members and reinforced in member activity as much as is practicable
2. Develop and implement a framework of how we talk about the wine styles of Coonawarra, leading with Cabernet Sauvignon
3. To increase awareness, engagement and esteem of the Coonawarra brand with consumers and trade in the domestic market
4. Strengthen the digital footprint for the region that drives increased engagement and interest in Coonawarra
5. Set priorities for market development and work with external agencies and members to devise key market development programs that see growth in the demand (value and volume) of Coonawarra wines
6. Have a tourism action plan for the region that supports inbound tourism activity and drives cellar door visitation, including an increased focus on the need for tourism product development to drive visitation demand

7. BRAND COONAWARRA

Bring “Brand Coonawarra” to life across all marketing collateral, events and activations. Ensure this brand position is embraced by members and reinforced in member activity as much as is practicable

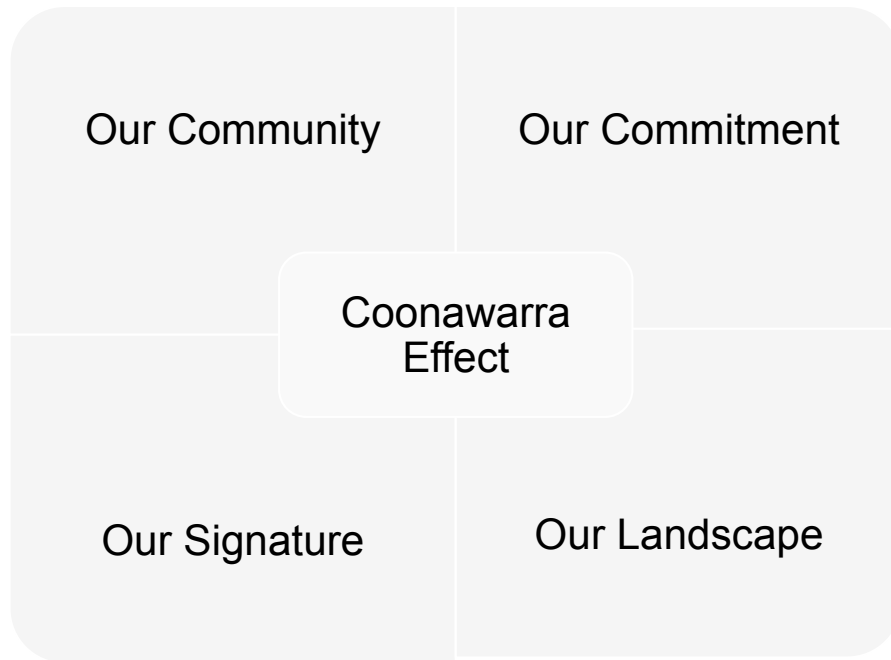
Initiatives:

- Bring to life the Coonawarra Brand Definition as set out in the Strategic Plan via
 - Clearly articulating the brand story consistent with the Brand Voice
 - Developing the visual brand assets to tell the region’s story in the desired way
 - Developing brand guidelines to ensure consistent representation of the regional brand
- Conduct a communications audit to ensure all marketing materials and third party collateral accurately reflect the desired brand position
- Conduct a regional brand workshop with all members and publish a guide to how they can support and reinforce the regional brand in their marketing activity
- Develop an external brand video that can be shared with stakeholders to rebuild energy, enthusiasm and excitement back into brand Coonawarra

Outcomes:

- Reenergised brand for Coonawarra
- Consistent and supported by members of CGWI

BRAND DEFINITION



The Coonawarra Effect has many layers of meaning.

Our Community ... speaks about our people, customs and culture; our cultural journey.

Our Commitment ... speaks about our markets, partnerships and audiences; our key relationships and our engagement strategy.

Our Signature ... speaks about our wines and brand story; our origin and history.

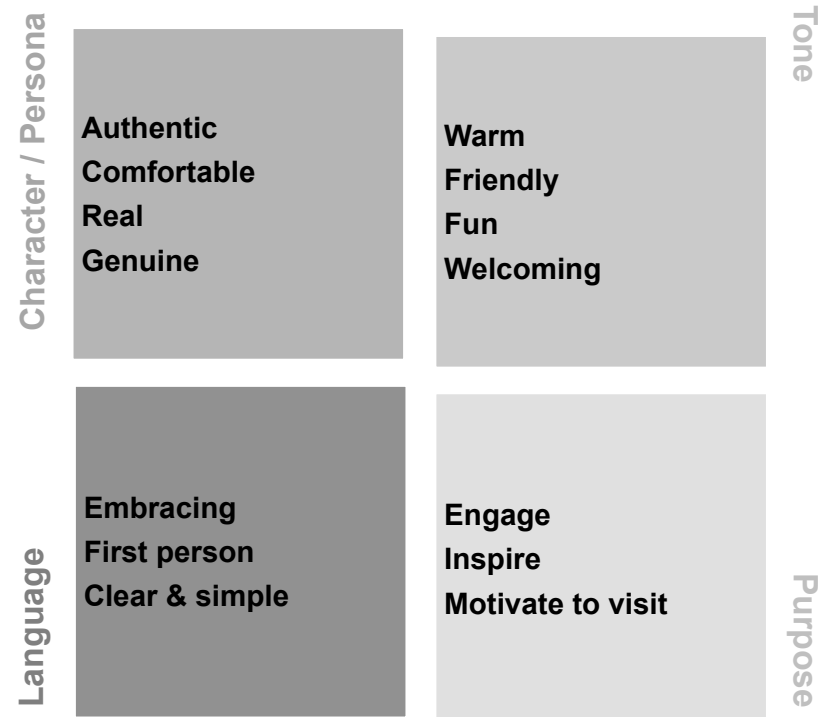
Our Landscape ... speaks about our geology, geography, climate and practices; our sense of place.

BRAND VOICE

The “brand voice” attributes listed to the right are important to inform the style of language and copywriting used for the Coonawarra brand.

The tone of how the brand is communicated needs to shine through in words and imagery and the purpose of all communication needs to be clearly articulated to ensure every piece of communication delivers on that purpose.

It is an important marketing guide that should be referred to whenever any communication is being developed.



KEY MESSAGES

Lead Message

- Coonawarra positioning statement (see following page for direction)

Points of Difference

- Our Community
- Our Commitment
- Our Signature
- Our Landscape

Other Key Influencers

- Accolades and third party endorsement – Wine Credentials
- Events and reasons to visit – Community and Tourism
- Food and Wine Culture

POSITIONING STATEMENT

Coonawarra...a small strip of land in the cool south east corner of South Australia, this remote and ancient landscape produces wines that unmistakably speak of their place and reflect the character of their makers.

It's a place that gets under your skin, leaving an indelible mark, for those who choose it as home and for those who keep coming back.

Discover the Coonawarra effect.

VISUAL BRAND DEVELOPMENT

People buy products and services they like from people they like.

When the current visual assets of the region are audited, the overwhelming number of images are of vineyards, wineries, barrels, wines – not about people.

However one of the most compelling brand attributes of the region is its people and the community.

Every image of the region should include people, and the Coonawarra siding backdrop should become one of the most recognised landmarks in the world of wine.

Actions resulting from this strategy:

- Develop a clear photographic brief and commission new regional imagery with the focus on people and community as well as geography and climate. The brief should prioritise emotive, artistic imagery that evokes a sense of community and place as opposed to literal images of wine and vineyards. Latest website insights suggest that less than 20% of people read the content – ergo why images are so powerful.
- Photography of all CGWI members should be taken at the Coonawarra Siding (see Digital Marketing Section for more detail)
- Update and refresh all marketing collateral in line with refreshed brand story and let the images do more of the talking – less words, more visual stories
- Develop the Coonawarra brand guidelines for all members to ensure the regional story and imagery is reflected in the right way
- Update core visuals – images in the Coonawarra Hall – image on the office windows – website – to reflect the new visual look and feel



Increased focus on individuals and less on barrels, vines and glasses.

The use of modern filters, as per bottom right, is also a way of ensuring the imagery is current.



8. PRODUCT DEVELOPMENT

- Develop and implement a framework of how we talk about the wine styles of Coonawarra, leading with Coonawarra Cabernet Sauvignon

The goal is to promote Coonawarra as a premier wine growing region producing world-recognised Cabernet Sauvignons – full of distinct character and with the ability to age brilliantly.

Coonawarra will always be known first and foremost as a premium Cabernet Sauvignon producing region – one of the most recognisable in the world. Whilst this strength is an advantage for Coonawarra, it also brings some challenges:

- Regions with such a definitive core strength in one variety can suffer at the vagaries of fashion and changing consumer trends
- Building awareness and credibility for our other quality wine varieties
- Develop strategies to alleviate challenging vintages

Furthermore a very tight product focus can cause some challenges for pricing. How elastic can the region be with Cabernet Sauvignon pricing? Pricing conversations, although every individual businesses decision, should be happening at the regional level to set price aspiration inmarket for Coonawarra Cabernet Sauvignon.

Members should be discouraged from aggressive discounting, particularly in cellar doors and wine clubs, instead focusing on value adding and experiences to increase the return for all region members.

The role and purpose of wine styles in the regional market approach is set out on the following page.

Outcomes:

- Increased volume and value demand for Coonawarra Wines
- Increase in status and reputation of Coonawarra in priority markets

PRODUCT DEVELOPMENT

Coonawarra leads its brand position with Cabernet Sauvignon, which has a very strong association with the region and remains one of the top consumption varieties in the world.

Equally, other varieties, new plantings and innovative wine styles must play a role in the region's future as drivers of "new news" and the evidence of progression and innovation.

Variety	Role	Activity to support
Cabernet Sauvignon	Lead variety, demonstrate the diversity of sites and styles of the region. Longevity and quality – international recognition.	Included in all regional marketing activity: all PR, all communication within the region, all social media, videos, events.
Cabernet Blends	Key supporting wine styles; showing the diversity of cabernet style wines.	Included in most regional marketing activity
Shiraz	Australia's strength and the leading variety by volume, the red partner to Cabernet Sauvignon	Included in appropriate regional marketing activity.
Other Red Varieties	Gives the 'other' varietals out there a place to play in the story; focuses the story on the region's diversity, innovation and forward-thinking	Can place some focus here for specific media releases / trade tastings / events
White Varieties	Balances the red wine story.	

9. PR & EVENTS

- To increase awareness, engagement and esteem of the Coonawarra brand with consumers and trade in the domestic market

	TRADE (See Market Development Section)	MEDIA	CONSUMERS
AWARENESS	<ul style="list-style-type: none"> • Strengthen relationships with Trade • Digital activation (See Page 22) 	<ul style="list-style-type: none"> • Develop targeted media lists (see Appendix 1) • Media workshop for all members 	<ul style="list-style-type: none"> • Active media engagement • Digital activation
ENGAGEMENT	<ul style="list-style-type: none"> • Trade Immersion Program • In market tastings coinciding with Roadshow • Key retailer program in eastern states • Digital activation 	<ul style="list-style-type: none"> • Media visitation program • In market tastings coinciding with Roadshow • Regional sendouts / pitches 	<ul style="list-style-type: none"> • Digital activation • Coonawarra Roadshow • Local events
ESTEEM	<ul style="list-style-type: none"> • Key influencer / ambassador program • Leveraging third party endorsement • Exclusive access 		<ul style="list-style-type: none"> • Wine show results • Third party endorsement

MEDIA ENGAGEMENT

A significant amount of media engagement is undertaken by individual member businesses each year. CGWI should develop a 12 month media engagement plan that works to build relationships with new influencers as well as continue to manage and evolve the perceptions of traditional wine media.

Nature abhors a vacuum and when there is little proactive content being developed by a region, others simply take their place. In a media environment, this means the insatiable demand for new news and for Coonawarra it means being more unexpected, more current and more engaging in the way the region connects with influencers.

Much of this is covered in the following section on Digital Marketing but as far as more traditional media go, the recommendation is as follows:

- Work with SA Tourism and SAWIA to develop a media visitation program for the region
- A media itinerary should be developed potentially using the positioning statement of “Discover the Coonawarra Effect” that has a number of “must-do” inclusions – once the word is on the street, media will want to come and be asking to visit Coonawarra for the experiences that can be offered (see following page).
- Review the Targeted media list provided and ensure there is a strategy for engagement:
 - Development of a blog* for the region – with broader lifestyle content not just wine – regularly developing content and pushing it out via social- particularly featuring guest blogs from media and other influencers sharing a Coonawarra Experience
- Build the Coonawarra Cup into a “must-do” for media (and trade) – work with members to streamline a media program for the event and engage media in the regional visit program as well as the sense of community offered by the Cup – in particular target a social columnist / travel writer to feature the Coonawarra Cup in 2016.
- Media monitoring – CGWI should look to have a centralised media monitoring and social listening service in place to capture all regional commentary in traditional and new media. News should then be regularly shared on social media and learnings communicated to members. Need members to look savvy and up to date with what’s happening to reinforce the “switched on” perception of the region.

* socialmedianews.com.au 2015 social media rankings have blog platforms in two of the top 10 platforms visited by Australian internet users. Blogs are highly relevant for sharing longer form news and connecting websites to social media platforms, building community and consumer engagement.

INDICATIVE MEDIA VISIT



Discover the story of our ancient geology and the impact of Terra Rossa soils and the confluence of climatic factors that influence our vineyards – a visit to the caves, a drive to Robe, etc – a more “lifestyle” component that can be tailored for each guest.



Connect with our community and get a sense of the characters that make up this great region – try and tie-in with a Coonawarra Tea-Night or a dinner at someone’s home with a few wine families there. Or include Coonawarra Cup, Cellar Dwellers or Cabernet Celebrations in to the itinerary. It must include a stop for a photo at #coonawarrasiding



Taste our signature – run tastings in vineyard settings, where people can see the undulating terra rossa and get a sense of the different areas, styles and makers.

Build an understanding of our commitment to the past and to the future...A tasting with an old guard and young gun. Mix it up, make it diverse, taste the past and get a sense of the bright future...

ON THE ROAD - MEDIA

Media and Trade are notoriously difficult to engage – however if there is a story worth telling, and a compelling pitch to support, you stand a much better chance. First rule is that tailored, individual pitches will almost always yield a better result than a group tasting or lunch.

The goal for 2016 should be to generate four feature stories – two traditional and two new – on the region's future direction and why people should be taking a fresh look.

The pitch documents can be developed with the assistance of an agency, with the goal to have two or three Coonawarra representatives meet with targeted media in their cities to coincide with the roadshow next year.

Over and above, the goal should be to encourage members to use the key messages for the region in their own media engagement activities and potentially, run a media engagement workshop (media training) session with all members to ensure a more sophisticated approach to media engagement from members as it is unlikely the region has the budget to engage a PR firm on its behalf.

Finally, if there are a number of key story opportunities developed during the year, pitches can be targeted to generate media coverage.

ON THE ROAD - CONSUMERS

There are three key platforms for consumer engagement for Coonawarra:

- Leveraging the Coonawarra Roadshow (recommendations have been forwarded to the Roadshow Committee)
- Increasing social engagement and developing digital content
- Tourism experiences and travel and lifestyle engagement

The latter two points are covered in the Digital Marketing and Market Development sections of this plan respectively.

10. DIGITAL MARKETING

- Strengthen the digital footprint for the region that drives increased engagement and interest in Coonawarra

In an increasingly digital world, a dedicated marketing plan and investment is critical. The major priority for the region is the need for a new website that is responsive to ensure the site offers a good user experience from mobile and tablet screens.

The brand also needs to be brought to life and the new imagery will make that task much easier.

Digital platforms are ever-changing things so a commitment to digital marketing brings two very important factors into play:

1. Constant generation of new content
2. Management of the community and engagement with followers to keep them interested

All of this requires specialist skills sets in digital marketing and increased resources to effectively manage the above.

The major recommendations are expanded in the following pages.

Outcomes:

- Increased volume and value demand for Coonawarra Wines
- Increase in status and reputation of Coonawarra in priority markets

DIGITAL MARKETING TOOLS

To articulate the Digital Marketing recommendations, the action plan is split into the following four areas:

OWNED	PAID	EARNED	INFLUENCED
<ul style="list-style-type: none">• Website• Blog• Published Content	<ul style="list-style-type: none">• Digital Advertising• Search• Cross Promotions	<ul style="list-style-type: none">• Public Relations• (see Section 9. PR & Events)	<ul style="list-style-type: none">• Social media• Digital influencers

OWNED MEDIA

Develop a content strategy for owned channels that consistently sees new and updated content on key platforms that drives engagement with consumers and trade.

Initiatives:

- Ratify the content plan and have an action plan for the content generation
- Develop a website brief based on this marketing plan and identify a web development partner
 - Develop wire frames and structural requirements for the site (seek funding)
 - Understand the social integration
 - Include the capacity for a blog
 - Build and deliver a responsive website for the region
- Appoint resources to manage the content development and oversee digital marketing
- Launch the Discover Coonawarra Blog
- Launch the new website with an SEO plan and strategy for driving traffic back to the website

Outcomes:

- Building consumer engagement
- Reinforcing the desired brand positioning with a modern, content rich website

CONTENT PLAN

Channel	WEBSITE	FACEBOOK	BLOG	PUBLISHED CONTENT
Purpose	Central hub for Coonawarra online.	Core brand platform. Engagement with consumers and sharing of producer info	Build engagement and communicate the core value proposition of Coonawarra.	Broadening engagement with consumers and trade.
Current status	<ul style="list-style-type: none"> • Non responsive and old design format • Very copy heavy, not enough engaging imagery • Not designed (content or look & feel) with the modern digital environment in mind 	<ul style="list-style-type: none"> • Two pages at present – Coonawarra Vignerons and Coonawarra Wine Region, to be combined into 1 • Low levels of engagement and check ins happening on different pages 	None	<ul style="list-style-type: none"> • Newsletter
Recommended Actions	<ul style="list-style-type: none"> • Develop a new website brief with fully considered functionality • Seek competitive quotes • Build new websites 	<ul style="list-style-type: none"> • Need to consolidate to one page that could be branded “Coonawarra Effect” • Needs a whole of region approach to populate • Develop content as per the platform recommendation • Encourage members to share, link and post to the page 	<p>Develop a blog capacity on the new website.</p> <p>Have a monthly post that could be a tasting, opinion piece, local content as per the platform recommendation</p>	<ul style="list-style-type: none"> • Have a regular plan for e-news to be sent at least monthly • Develop YouTube content that carries the Coonawarra branding and reinforces brand message

PAID MEDIA

Have an effective SEO strategy for the new website and some paid advertising to drive awareness of and click through to Coonawarra pages on Facebook

Paid media (advertising) has little role to play for Coonawarra and should be very carefully considered in light of this strategy. One off ad placements rarely drive any meaningful value for a brand or region and should be cautiously appraised. However, paid placements in tactical publications such as visitor and tourism guides are marketing investments as opposed to pure advertising and should absolutely continue.

Some very small budget can be directed to SEO and Facebook to boost posts and acquire followers. Facebook spends should be directed to consumer events and tastings and used to boost awareness of the event and drive ticket sales either inregion or interstate due to its very high targeting capability.

Actions therefore include:

- To have an effective SEO strategy in place for the new website (should be reviewed now for better efficacy)
- Based on the content recommendations, establish budget support for key events / activities to be supported through Facebook

Outcomes:

- Driving unique visitors to the website
- Effective use of Facebook to drive consumer interest for key events

INFLUENCED MEDIA

Have a clear social media management plan in place and actively management platforms to drive engagement with the regional brand.



Brand Awareness
Engagement
Drive visitation
Promote events and activities



Brand association
Engagement
Endorsement



Consumer
Engagement
Conversation



SEO and
geo-targeting
Brand Awareness



Trade engagement
Replying to
consumer posts

PLATFORM PURPOSE



Post regional news, videos and updates and boost to specific audiences. Ensure all text posts have an accompanying photo – needs to be visual. Boost event posts to new audiences targeted on geography and interest.



Share beautiful, engaging photos that represent different aspects of the region and bring the brand pillars to life. Regram content from third party sites and producers.

Develop following for key hashtags - #discovercoonawarra #coonawarrasiding



Share short videos about what is happening in the region, aim in the first year would be to create a video with the four core brand pillars that repositions the region for trade, media and consumers. Could potentially work with a university and run it as a project with students.

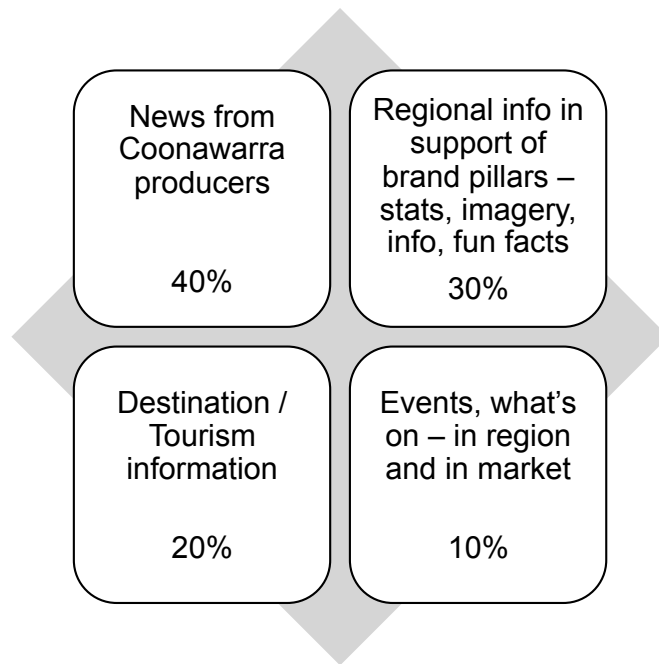


Share/duplicate content that is posted on Facebook for SEO purposes. Need to claim the Google+ page as it is blank but has had more than 1200 visits from web users.



Direct trade engagement and replying to consumer posts. Not a priority platform for the region except for trade engagement.

CONVERSATION CALENDAR



The social conversation needs to be about more than just Coonawarra. The table on the left shows the pillars of the conversation that should be seeding, thereby tailoring content that generates real engagement with followers.

The region should be posting to Facebook at least twice per week as well as responding to comments generated from followers.

Content needs to be original, no memes copied from the net, and where possible creatively done. The use of images, native content and imagery, shout outs to members – are all key components.

Budget implications:

- Budget for digital brand assets – updating header images for FB and other platforms and designing so post templates
- Monthly budget for FB post boosts – could be as little as \$100 per month
- Resources to develop content, manage community and monitor the effectiveness of activity

11. MARKET DEVELOPMENT

- Set priorities for market development and work with external agencies and members to devise key market development programs that see growth in the demand (value and volume) of Coonawarra wines

Initiatives:

- Continue to support the roll out of Wine Australia's export market development plan
 - Understand how the region and its members need to continue to support activity in market – ie China Website
- Conduct domestic market distributor engagement with the Coonawarra story
- Develop a more comprehensive approach to domestic market development (following)
- Develop online resources that tell the Coonawarra story and can be shared with trade and consumers in key markets:
 - Video series for each pillar of the Coonawarra Effect
 - Regional webinar tastings held at key times in target markets
- In region trade visitation program to communicate the Coonawarra Effect and convert support for the region:
 - Develop a trade visit itinerary that focuses on the four pillars of the Coonawarra Effect – a trade immersion program.

Outcomes:

- Increased volume and value demand for Coonawarra Wines
- Increase in status and reputation of Coonawarra in priority markets

PRIORITY MARKETS

The below market priorities have been developed in line with Wine Australia's recommendations for export and where the market opportunity is in the domestic market. Individual wine businesses are encouraged to continue to pursue their own market development priorities, however the CGWI will take a targeted approach to invest finite resources rather than spreading small amounts of funds across many activities.

	Primary markets	Secondary markets
LOCAL	Cellar door visitor conversion to sales Direct to consumer and mail order Limestone Coast Wholesale Trade	
DOMESTIC (listed in alphabetical order – not priority)	Adelaide Brisbane Melbourne Sydney	Canberra Darwin Perth
EXPORT	China – priority focus to capitalise on in-market activity North America / Canada	UK Hong Kong Singapore / Malaysia Japan

DOMESTIC MARKET DEVELOPMENT

The Domestic Market Development program consists of the following activity:

1. Sales team engagement with Distributors
2. Coonawarra Trade Immersion Program
3. In-Market Trade Engagement
4. Content Development and Social Media

Sales team engagement with Distributors

It is critical that we influence the influencers and with up to 20 different sales teams on the ground in Australia selling Coonawarra wine, we must start with those with a vested interest in seeing the regional brand succeed. A positive, upbeat presentation kit with terrific new content and the best of the region's wines could be used by individual wine companies in their sales presentations to distributors.

This presentation can be two way – a chance for the sales team to list the major hurdles to selling Coonawarra wines and an opportunity for the region to help overcome them.

This should be done as soon as the new brand assets, website and key messaging has been ratified.

* Research – the job of changing perceptions will be made easier with access to irrefutable data – Nielsen, Aztec are useful but the region may also consider including Omnibus questions in Wine Intelligence's next consumer survey.

DOMESTIC MARKET DEVELOPMENT

Coonawarra trade immersion program

The best way to overcome trade perception is to bring the trade to the region. A trade immersion program may well generate financial support from the state government and there should be a long term commitment to rebuilding the region, one trade customer at a time.

Similar to the media visit itinerary, a trade program should be developed that includes detailed regional visits and rigorous tastings of new and back vintages. International comparisons with highly respected wine figures could also be advantageous to create a very strong reputation for this program to be a critical part of Sommelier training. A discussion should be had with WSET or Court of Master Sommeliers to see if this regional program could have some formal status in their programs.

In-market Trade Engagement

The Coonawarra Roadshow is an excellent time to engage with trade in key markets. The speed-dating concept in the consumer plan could be utilised for trade as well. Develop a robust cabernet tasting program as per the immersion program above could be very strong and participation in a state based regional tasting could be part of the submission process for the regional program.

Content Development

This has been covered in some detail in the digital marketing plan but regular, meaningful content and trade engagement is a key part of the plan.

12.TOURISM DEVELOPMENT

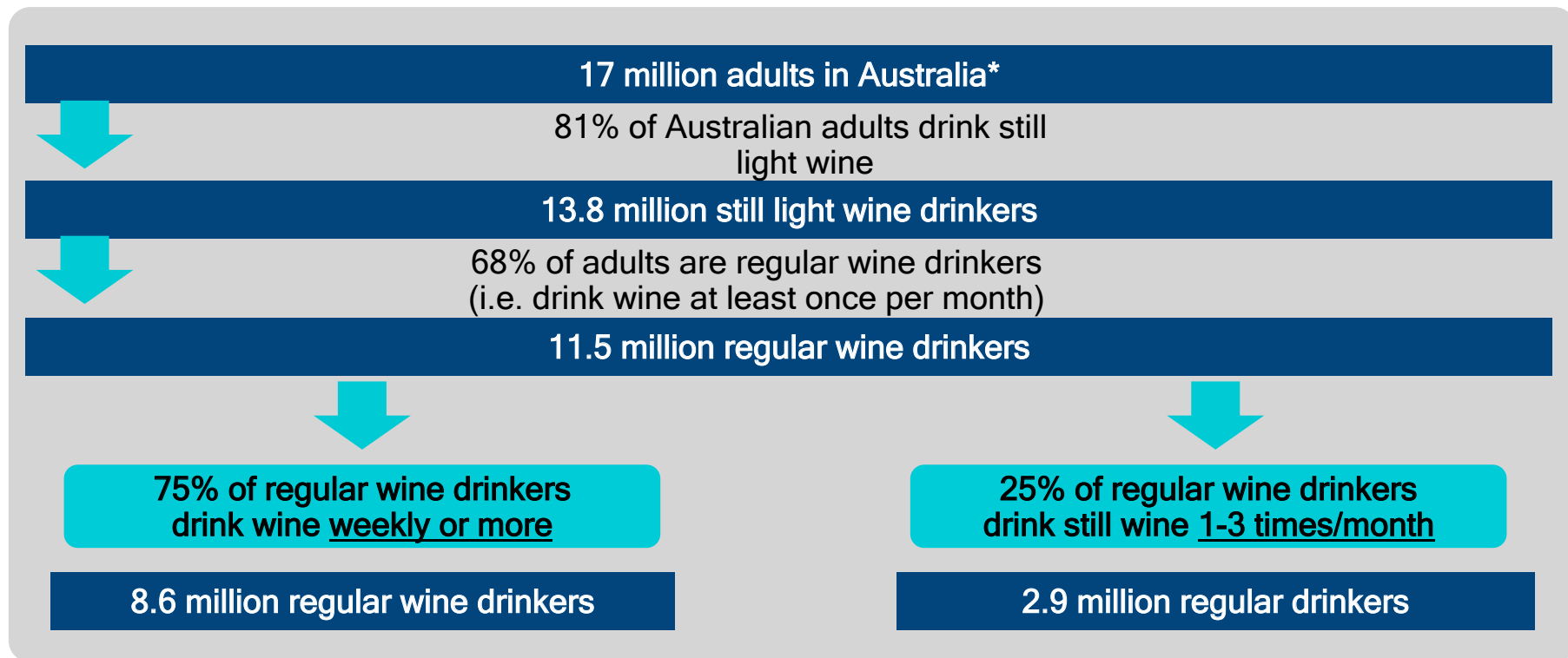
Develop a tourism action plan for the region that supports inbound tourism activity and drives cellar door visitation, including an increased focus on the need for tourism product development to drive visitation demand

TOURISM ACTION PLAN	
EVENTS	PROMOTION
<ul style="list-style-type: none"> • 52 Week Event Calendar building around existing events • Look to integrate with other regional activity where possible 	<ul style="list-style-type: none"> • Use of consistent digital/ & social media tags e.g. for Coonawarra siding photo wall / #coonawarrasiding / Facebook gallery • Inbound tourism PR program • Media famil programs • Working with state and regional tourism bodies • Review tourism collateral and refresh where possible with new stories and imagery
TOURING	PRODUCT DEVELOPMENT
<ul style="list-style-type: none"> • Tourism action plan • Cycle path and interpretive signs • Itineraries / integrated experiences made available via the website • Look to run a pop-up cellar door in Melbourne / Adelaide as a PR tool for regional experiences 	<ul style="list-style-type: none"> • Regional experiences that encompass more than wine – look to run a workshop / program that helps producers to identify ways to develop better experiences for tourists (e.g. regional food experiences).

13. APPENDICES

- 1: Consumer segment definitions
- 2: Media Lists – provided separately to CGWI – not for member dissemination

Overview of the Australian wine market: 11.5 million regular wine drinkers



Sources: * ABS

Wine Intelligence calibration survey (YouGov), September 2010, n=1,083 Australian adults

MEET THE PORTRAITS

Displayed in order of involvement...



Adventurous Connoisseurs

Younger, high spending, high earners, with a strong wine knowledge base and interest in wine. The most experimental wine repertoires, drinking from a broad portfolio of brands, varietals and source countries. They enjoy visiting wineries, and wine shopping is generally considered a leisure activity.



Developing Drinkers

Younger, interested consumers who seek information about wine to increase their confidence in the category. High spenders and open to exploring different wine styles and varietals, but seek reassurance through recommendations and brand familiarity.



Contented Regulars

Satisfied drinkers, who view wine as an everyday yet enjoyable treat. They have good knowledge of core and mainstream brands – often with a firm opinion about their preferences.



Mainstream Bargain Hunters

Older, habitual wine drinkers who are very brand aware and driven by price and value. They do not consider themselves to be experts nor do they typically take a great 'interest' in wine. Wine drinking is simply part of the daily routine.



Kitchen Casuals

Infrequent wine drinkers who are typically less engaged with the category, but enjoy drinking wine occasionally



Senior Sippers

Older, less frequent and low spending wine drinkers with a limited interest in wine. Most influenced by brands they are aware of and promotional offers

C O O N A W A R R A

Australia's Red Wine Centre



C O O N A W A R R A



Australia's **Red** Wine Centre

Proposed Membership
Fee structure
2016 – 2017

C O O N A W A R R A



Australia's **Red** Wine Centre

Process to develop new CGWI fee structure

The Coonawarra Grape and Wine Incorporated Board:

- explored several different funding models over a two year period
- closely considered the PIRSA levy scheme with detailed modelling to assess the impact
- is recommending the following new membership fee structure model, after extensive analysis
- plans to present this to the AGM for members endorsement.

Viticulture and Oenology

Membership fees

Base fee **\$750**

+

Per ha rate **\$10/ha**

Membership benefits

- Access to CGWI Weather station network & disease monitoring
- Supportive staff at the CGWI office working to provide a range of administrative, financial and marketing services benefitting members
- Increased profiling from the marketing and promotions of the Coonawarra wine region
- Invitations to CGWI focussed workshops and networking events
- Ongoing lobbying and representation on key regional sustainability issues
 - approximately \$320,000 of member funds, and countless hours were invested in water related matters over the last decade, including writing the preamble to the current Water Allocation Plan, while also lobbying in regard to water sustainability, the Penola Pulp Mill and other related matters.
 - Current issues being currently addressed include Unconventional Gas Mining (Fracking) threats to the region's water and sustainability; and mitigating potential levy increases
- Liaison and lobbying with key industry bodies including State Government, SAWIA, Vinehealth Australia (formerly PGIBSA), AWRI and WGCSEA
- Support for continuing industry innovation and research activities in the region; including accessing grants to fund initiatives, and the Cabernet Leaders scholarship
- Priority access to Coonawarra Cup tickets
- Weekly 'Correspondence' newsletter with updates on current industry matters
- Profiling of grape grower activities in local Limestone Coast media (Penola, Naracoorte, Mount Gambier) and CGWI webpage.



Example: 70 ha vineyards (total)

Membership fee = \$750 base fee + 70 ha @ \$10/ha = \$1450

Promotions and Events

Membership Fees

Base fee **\$750**

+

Per ha rate **\$10/ha**

+

Marketing fee **\$3500**

+

1 dozen bottles of wine for use in promotional activities

Membership benefits

- Viticulture and Oenology benefits, plus ...
- Invitation to join the Annual Coonawarra National Wine Tasting Roadshow
- Invitation to participate in trade and media visits hosted by CGWI
- Liaison and lobbying with key industry bodies including State Government, Local Government, SAWIA, Wine Australia and SA Tourism Commission
- Recognition on the Coonawarra tourist maps, including your site with/without cellar door sales facilities
- Priority access to Coonawarra Cup tickets, and opportunity to be a race sponsor
- Weekly 'Correspondence' newsletter with updates on current industry matters
- A member profile on the CGWI website
- Inclusion in the Coonawarra 'Wine, Dine, Sleep Visit' brochure, and any other marketing publication opportunities
- Promotion of, and participation in, cellar door events throughout the year, such as Cellar Dwellers, Coonawarra Cabernet Celebrations, and regional Pop-Up Bars
- The opportunity to showcase your wines and cellar door through the monthly industry 'get-togethers'



Example: 70 ha vineyards (total)

**Membership fee = \$750 base fee + 70 ha @ \$10/ha +
\$3,500 = \$4,950**

Additional membership opportunities

The Coonawarra Grape and Wine Incorporated oversees a host of volunteer committees which organise a variety of events.

Members are invited to be proactive in joining and supporting these committees. Simply contact any current Committee chairperson or CGWI staff if you are interested, as your contribution will also add to the benefits you derive from membership of the CGWI.

CGWI staff

Cathy Hughes – Wine Industry Officer

P: 0418 816 316 or E: cathy@coonawarra.org

Christine Lambert – Finance and Administration Officer

P: 8737 2392 or E: enquiries@coonawarra.org

C O O N A W A R R A

Australia's Red Wine Centre