

**Goodman**  
School of Business

**Goodman**  
Group

**Brock University**



@GSBGoodmanGroup



goodmangroup@brocku.ca



GSB Goodman Group

Welcome to Business Breathers

**Wine Business Bounce Back - How Wineries are  
using COVID to accelerate positive change**

Peter McAtamney  
Wine Business Solutions

**Taking businesses, careers and ideas to the next level**

Wine Business Solutions



# WINE BUSINESS BOUNCE BACK WEBINAR





The Chinese characters for “Crisis” have two meanings –

“Danger” and “Opportunity”.

危机







# STOICISM

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**Recognise what you can and cannot control**

**You determine your reaction to a crisis**

**Ignore people dominated by their own negative emotions**

**Master yourself and aim to be virtuous**

**Learn to move on**







# CHOOSING YOUR CUSTOMER



**Beverage Wine  
Consumer**

**The Commodity Business**

**Branded Wine  
Consumer**

**The Grocery Business**

**Aspirational  
Consumer**

**The Image and Lifestyle  
Business**

**Adventurous  
Appreciator**

**The Food, Wine and Travel  
Business**

**Collector**

**The Luxury Brands  
Business**



# ELEPHANT HILL





# BLUE OCEAN STRATEGY

Once you understand what customers value most, you can;

1. Remove?
2. Tone Down?
3. Turn Up?
4. Create and Add?



BEFORE





AFTER





BEFORE






AFTER



Wine Business Solutions







Result

“10 years forward in 10 days!”



# THE HOLY GRAIL

1. Everyone in the business understands what DtC is and the value of it.
2. Complete alignment between your offer and your core customer's most desired experience.
3. Fully integrated Systems, Software and Processes
4. Integrated Communication Strategy
5. Customer Relationship Management (CRM) & Marketing Automation used optimally
6. Everyone in the business knowing and performing their role in securing customer preference.
7. Doing the right thing for the right customer at the right time with maximum cost efficiency.





# MANAGING YOUR THEATRE





# DtC EVOLUTION



Cellar Door



Club



Digital



Fully Integrated /  
partially automated  
Communications

# CREATING THE EXPERIENCE



From a standing situation to a seated one.



From a product demonstration to a learning / pleasure-based experience



From a free sample to paid presentation.



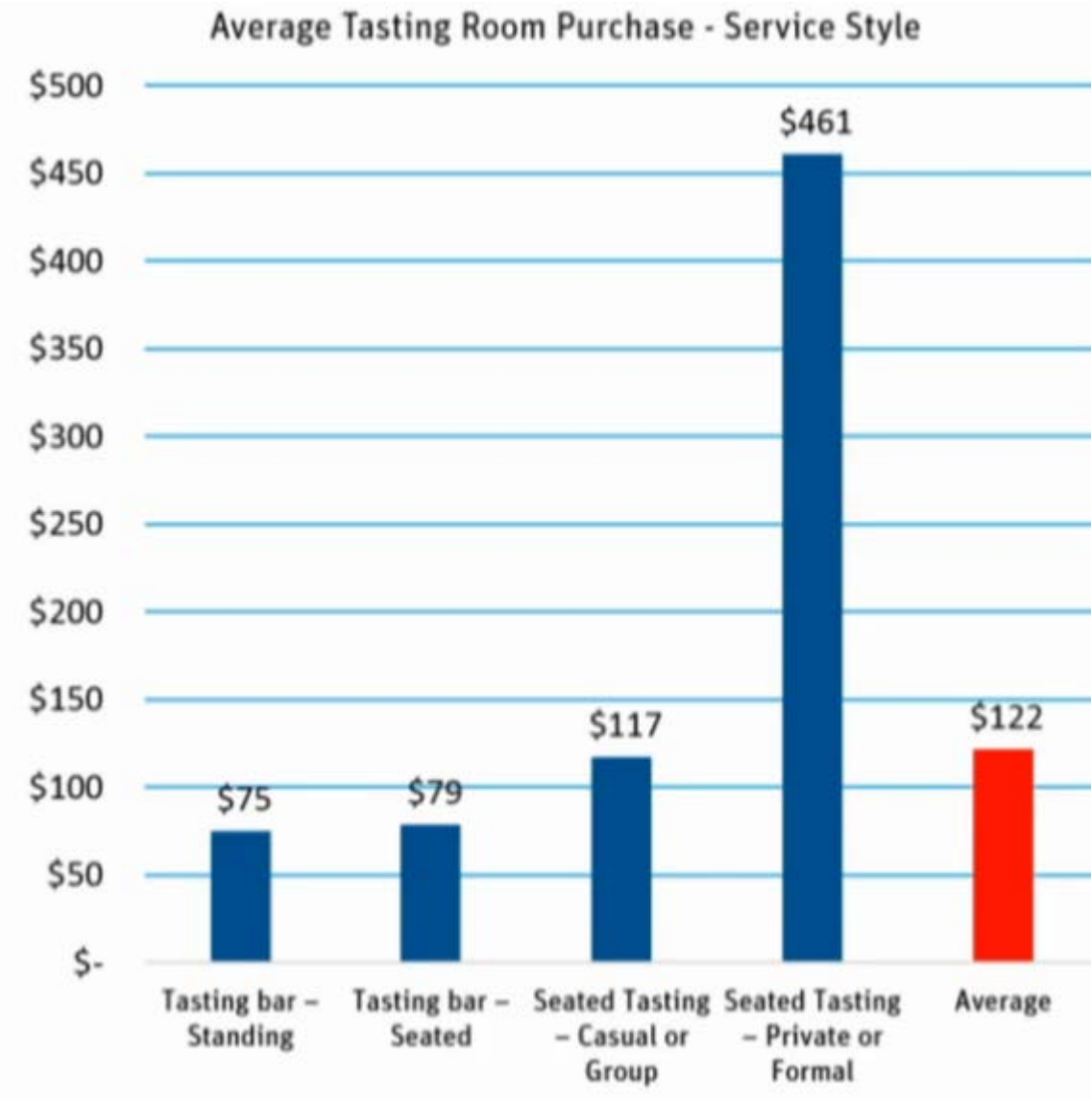
Must include a well-presented opportunity to buy and join your commitment club



The best operators create a Customer Experience Blue Print.



# Effects of Tasting Room Service Style on Wine Purchases



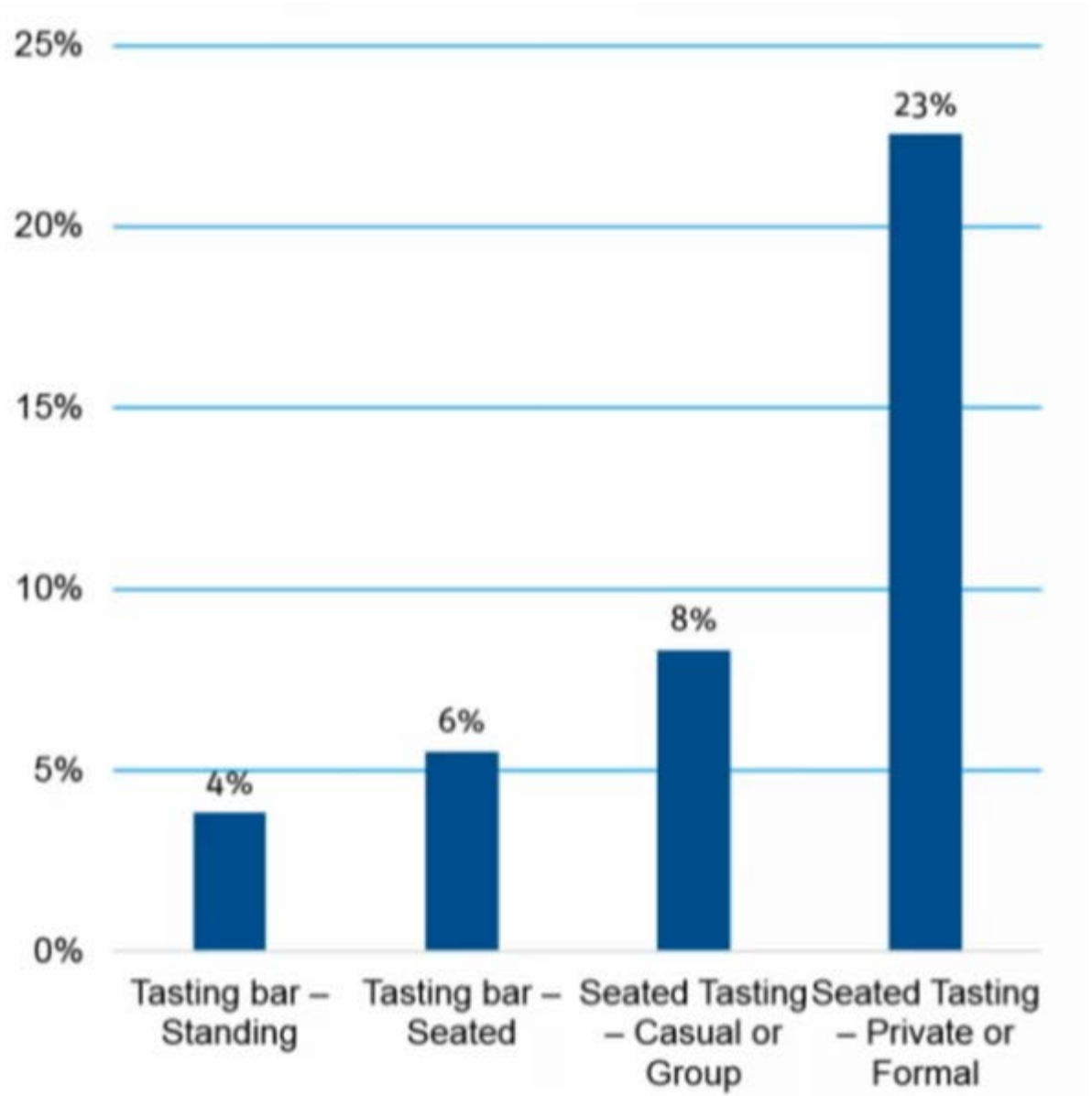
Source: Silicon Valley Bank Proprietary Research

Silicon Valley Bank and Wine Business Monthly  
2017 Direct-to-Consumer Survey

# Conversion Rate\* of Visitors to Wine Club by Service Style

(Excludes Wineries <5 years old)

\*Conversion Rate = Number of new wine club members in 2016 divided by the number of total visitors in 2016



Source: Silicon Valley Bank Proprietary Research

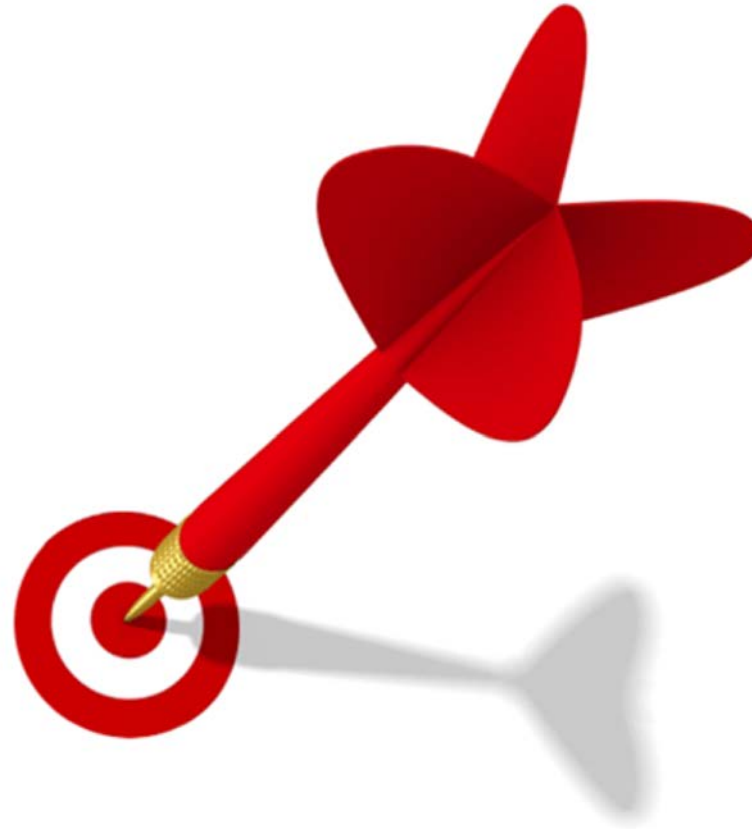
Silicon Valley Bank and Wine Business Monthly  
2017 Direct-to-Consumer Survey



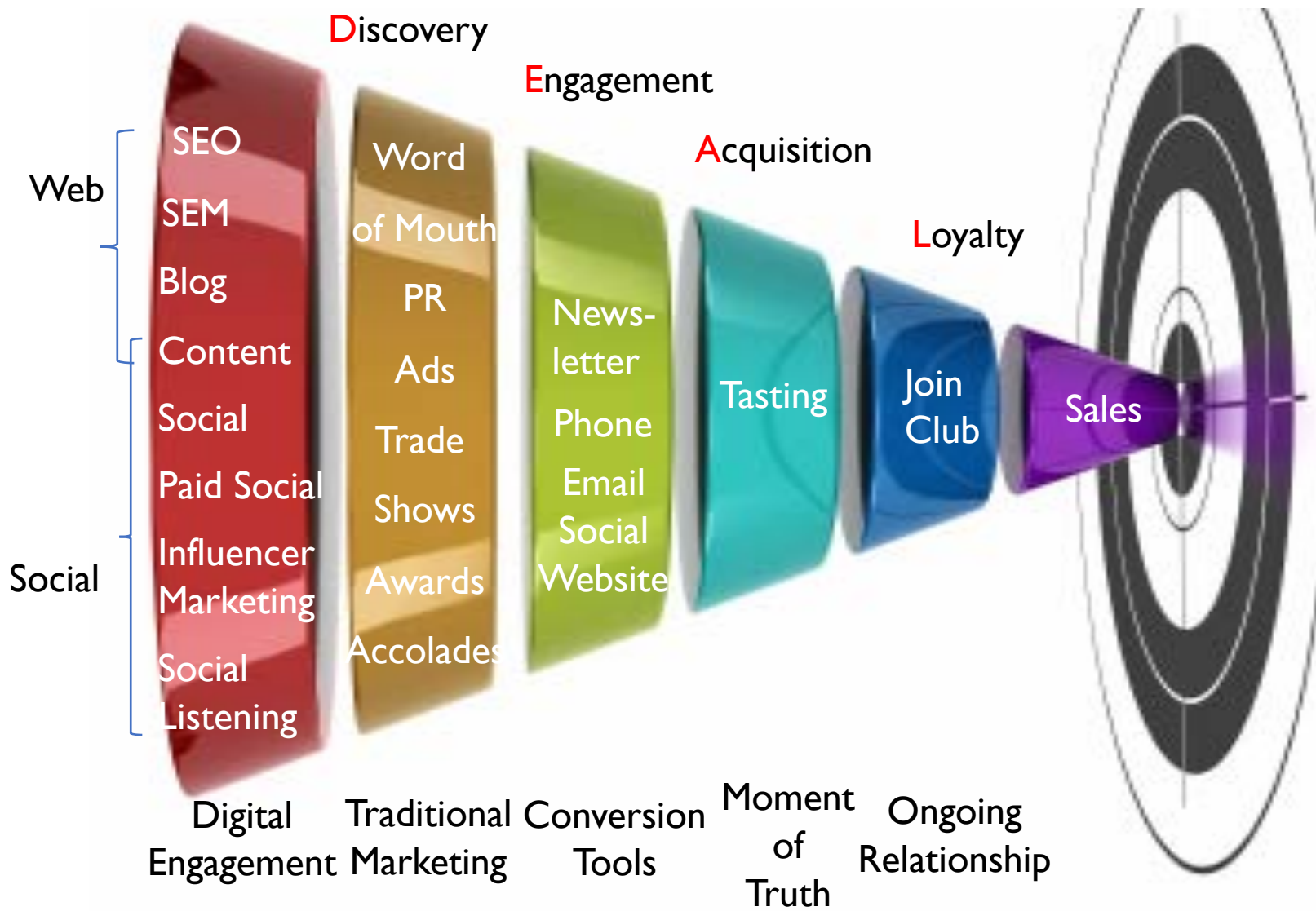


# WINNING STRATEGY IS USUALLY -

- Clear
- Focused
- Singular
- Easy to Grasp



# THE DtC PIPELINE – DIGITAL DRIVES ALL



Think of your website as your cash register...





THE REAL MOMENT OF TRUTH



# THE REAL MOMENT OF TRUTH



*"The best book on leadership by a CEO."  
—John Naisbitt, author of Megatrends*

## **MOMENTS OF TRUTH**

*New Strategies for Today's Customer-Driven Economy*



**JAN CARLZON**

*President, Scandinavian Airlines*

FOREWORD BY

**TOM PETERS**





# PHANTOM CREEK ESTATE







Anahita  
Pouget



## 2020 Learnings

**SIMPLIFY**

**CLARIFY**

**SHARE**



# PHANTOM CREEK ESTATE



ESTATE TOUR AND TASTING



SEATED TASTING





PHANTOM CREEK  
ESTATES

Experience the Extraordinary

Tour and Tasting Experiences  
By Appointment Only

250-498-8367



PHANTOM CREEK  
ESTATES



# PHANTOM CREEK ESTATE



RESULT - Grand Cru Club Fully Allocated

## RESULT

- Fully allocated within 1 month of opening
- Current waitlist 207 people.
- 12-16 months wait time.



HOSPITALITY 2021  
SIMPLIFY - CLARIFY - SHARE  
HEIGHTEN, DEEPEN and PERSONALIZE the Experience





# MISSION HILL- OKANAGAN - CANADA

Wine Business Solutions





# MISSION HILL- OKANAGAN - CANADA

Wine Business Solutions





# MISSION HILL- OKANAGAN

Pick-Up party	Our Investment	Orders	Average Order \$	Total revenue
2020 New style	X 3	27%	90%	168%





# SWINGING BRIDGE – ORANGE, NSW

RESERVATIONS

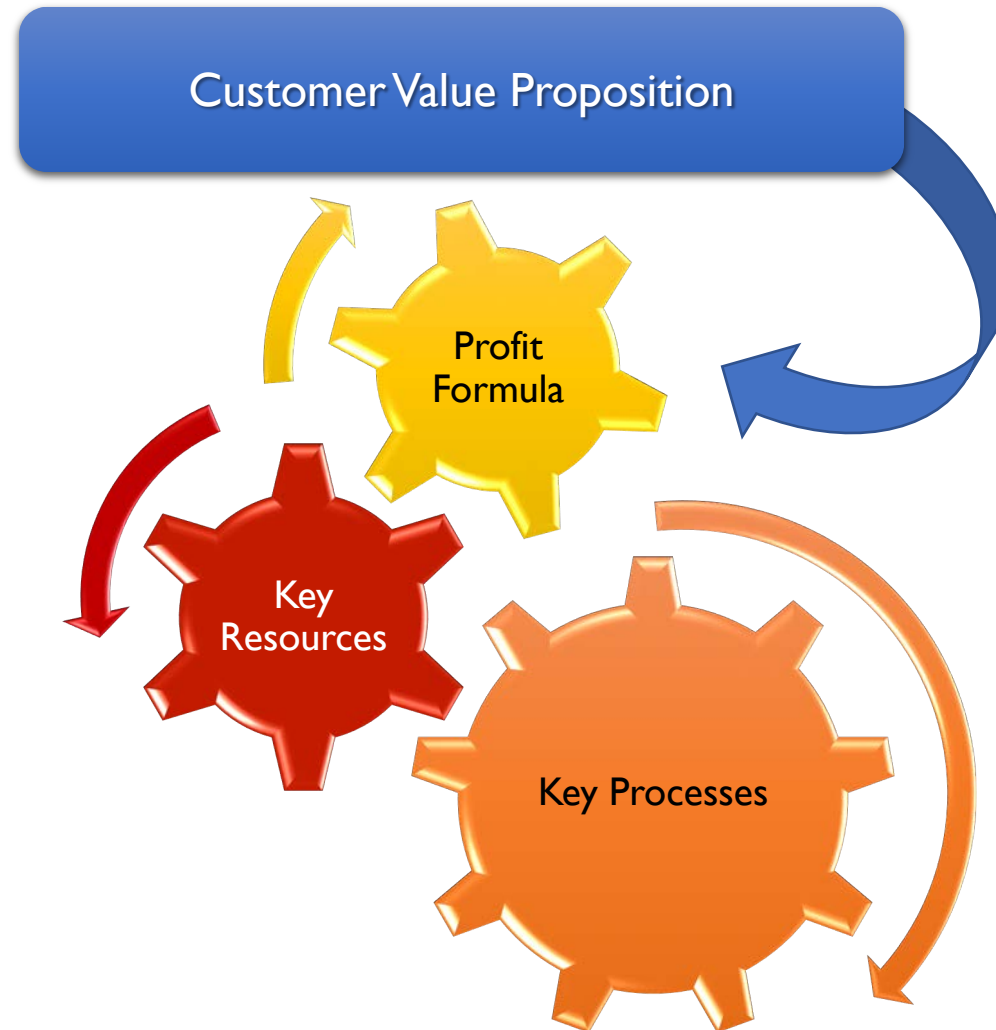
CONCIERGE

COLLATERAL





# RE-ENGINEERING YOUR BUSINESS MODEL



- Source HBR Dec 08 – Reinventing your Business Model – McKinsey Award Winner





# Direct to Customer Strategic Plan

CONCEPT	COMMUNICATION	CO-ORDINATION	CONTROL
Core Audience	Web Site	Internal Task Allocation	Acquisition Metrics
Value Proposition	Database	Outsourcing	Engagement Metrics
What's our offer look like?	CRM	Project Teams	Retention Metrics
Customer Experience?	E Commerce	Key Activities	Sales Metrics / Incentives
Events (What)	SEO / SEM		Club Metrics
Venues (Where)	Social	Budgets	ROI
Key Personal (Who)	Activity Scheduling	Deadlines	Bottom Line
How Much (\$)	Communication Strategy		

# Wine Business Management Certificate

## Program Details:

- Online Instructor Led
- June 1 - 29
- Tuesday and Thursday 1:00 - 5:00pm
- Price: \$3,995 +HST
- Register: [brocku.ca/goodman-group](https://brocku.ca/goodman-group)

## Questions?

- Contact [prodev@brocku.ca](mailto:prodev@brocku.ca)





Thank you for joining us.

Join us on May 12 for “Warrior Women -  
Indigenous Women and Leadership” with  
Dr. Robyn Bourgeois

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