

WELCOME TO THE WA WINE TOWN HALL

WASHINGTON STATE WINE COMMISSION
STRATEGIC PLAN FY'24 – FY'28

The background of the entire page is a dark gray topographic map with white contour lines. The lines are more densely packed on the left side and become more widely spaced towards the right, creating a sense of depth and terrain.

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BACKGROUND

HOW DID WE GET HERE

- Listening Sessions in November 2022
Woodinville, Prosser, Walla Walla
- Industry Wide Survey in December 2022
- Strategic Planning Retreat with 30 industry leaders from all aspects of industry in February 2023
Conducted by an External Professional Facilitator
- Multiple Board and Committee reviews and updates
- Full Board Approval in November 2023



STATUTE AND GOVERNANCE

DEFINING STATUTE

The Washington State Wine Commission is a State Agency, established in 1987 by RCW 15.88. Additional Commission governance language can be found in RCW 66.12.180.

GOVERNANCE

- The Washington State Wine Commission is governed by a Board of 13 Commissioners.
- 5 wine producers, 5 grape growers, 1 wholesale distributor, 1 non-vinifera producer, and a WSDA representative.
- Commissioners are appointed by the Director of the Washington State Department of Agriculture based on nominations from the WA Winegrowers Association, and the Washington Wine Institute.
- Commissioners serve 3-year terms.



**VISION
STATEMENT**

**WASHINGTON
WINE
ON
EVERY
TABLE.**



MISSION STATEMENT

On behalf of the State of Washington and its wineries and growers,
the mission of the Washington State Wine Commission is to

DRIVE GROWTH of WASHINGTON STATE WINE

through marketing, communications, and
viticulture & enology research.



OUR VALUES

PASSION We genuinely care about the entire WA Wine Community. This passion inspires our creativity and innovation and fosters long-lasting relationships.

PEOPLE Culture matters. We empower people and value their contributions. We cultivate an inclusive environment of continuous growth and development.

TRUST Integrity and trust are essential to a high-functioning team. We continually work to earn the mutual trust of each other and of those who rely on us.

COLLABORATION We are each accountable for the results of the whole team. We work together to achieve our goals and support each other along the way. We are better together.

ADAPTABLE We are an agile team that can adapt to an ever-changing world to ensure our industry's continuous health and prosperity.



SCOPE OF THE WINE COMMISSION

Drive Industry Growth

- Increase distribution and consumer pull across all channels on-premise / retail / DtC

Develop and Foster Relationships with Key Industry Stakeholders

- Distributors, retailers, on-premise buyers
- Leverage relationships to drive WA Wine growth

Raise Awareness and Demand—Locally, Nationally, and Internationally*

- Impactful media coverage that raises industry profile, builds awareness, and affinity
- Provide resources and clear communication to the constituency to foster unity
- Build distributor relationships and partnerships to keep WA Wine top of mind and drive category growth
- Develop and execute effective marketing programs that builds demand and category growth
- Build and leverage trade partnerships with a focus on increasing the distribution of WA Wine

*International / export program funded by USDA grants, not assessment dollars

SCOPE OF THE WINE COMMISSION

Fund and Promote Viticulture & Enology Research

- Sustainability of Washington wine and grapes
- Build pipeline of future talent and leadership
- Establish WA as a global leader in innovative research

Foster Collaboration Across the Industry

- State of Washington Tourism
- WA Winegrowers
- WA Wine Institute
- Auction of WA Wines
- Regional Associations and local Tourism Organizations
- Oregon Wine Board & CA Wine Institute

Crisis Communications

- Natural climate events
Smoke impact, freeze, excessive heat, mildew, pest and disease issues
- Situational crises



OUTSIDE THE SCOPE OF THE WINE COMMISSION

- **Lobbying**
 - Wine Institute and WA Winegrowers do this on behalf of the WA Wine Industry
 - Wine America does this on a national level
 - Anti-alcohol movements will need to be a priority
- **Regulatory (WSLCB, TTB, EPA et al)**
- **Monitor and/or Enforce Quality**
 - WSU does innovative work on quality issues arising from climate or natural disasters (i.e. smoke)
- **Broker Distribution Deals**
 - Wine Commission can provide lists and contacts for distributors, but wineries must vet partners on their own
- **Operational and Business Consulting**
- **Sell Wine**
 - Commission doesn't "sell" wines, but we create opportunities for sales to happen



KEY ASSUMPTIONS FOR FY '24-'28

Washington Wine Commission will Continue to be a Leading Resource for the Industry

- Wine and grape assessments will likely remain the same
 - **To fund Marketing & Operations**
 - \$0.06 per gallon of wine (1.2 cents per bottle or \$0.14 per case)
 - \$10 per ton of grapes
 - **To fund Research at the WSU Wine Science Center and Prosser Research center**
 - \$0.02 per gallon of wine (3/4 of a cent per bottle or \$0.05 per case)
 - \$2 per ton of grapes
 - **Future funding needs and models will be evaluated throughout the 5-year period**
 - **The Wine Commission will commit to building reserve funding to level of WSDA recommendations**



KEY ASSUMPTIONS FOR FY '24-'28

- The US Wine Market will continue to DECLINE by volume at an average of 3% per year
- Premiumization will continue across all segments of the retail and on-premise markets
- V&E Research will be critical to growing our reputation, global relevance and profitability
- Supply will exceed demand in the near future
- Distributors will play a key role in getting more WA Wine in the national marketplace
- Distribution and Retail consolidation will continue
- Innovative Marketing Programs and experiential events are essential for consumer pull
- Current and compelling content will be essential to category growth
- DEI work and initiatives will be vital to future industry health and viability
- WA Wine Commission will seek out and utilize industry leading data sources to inform decision making
- Technology will continue to play an increasing role in wine education and purchasing intent including through e-commerce

KEY ASSUMPTIONS FOR FY'24-'28

- Sustainability will continue to grow in relevance and is critical to future viability as one tool to counteract anti-alcohol pressures
- Anti-Alcohol pressures will continue to impact consumer behaviors
- Media landscape and information sources will continue to diversify, including digital/social and emerging technologies
- Wine Media will remain important, while non-wine media will increase in influence with Millennial and Gen Z consumers
- DtC will continue to grow in significance in dollars and to smaller wineries, but remain a low volume segment on the overall category
- Export will continue to provide growth opportunity
- WA Wine Commission will foster a positive and productive culture with an engaged best-in-class Board and Staff

The WSWC will solely focus on the priorities and strategies outlined in this plan. Items that don't fall under the outlined priorities are considered out of scope.

THE BIG PICTURE: **STRATEGY**

ULTIMATE VISION:

Washington Wine on every table

OUR MISSION:

Drive growth through marketing, communications and V&E research

SUCCESS WILL BE:

Increase WA premium market share from 3.6% to 5% in dollars by 2028

HOW?

OUR FOCUS IN THE NEXT 5 YEARS:

Activate
distributor + trade
partnerships

Increase media
& communications
impact

Fund and promote
viticulture and
enology research

Drive Washington Wine brand story

Best-in-class staff & board

TARGET AUDIENCES



BRAND STORY

Washington wine is the Pacific Northwest in every bottle. It is defined by greatness; unrivaled **natural beauty, endless adventure, and products that change the world.** We are an **inclusive community,** driven by a **spirit of collaboration,** and an obsession with **quality and innovation.** In Washington, **we play outside the lines** where anything is possible.

WA
— 46°N
WINE

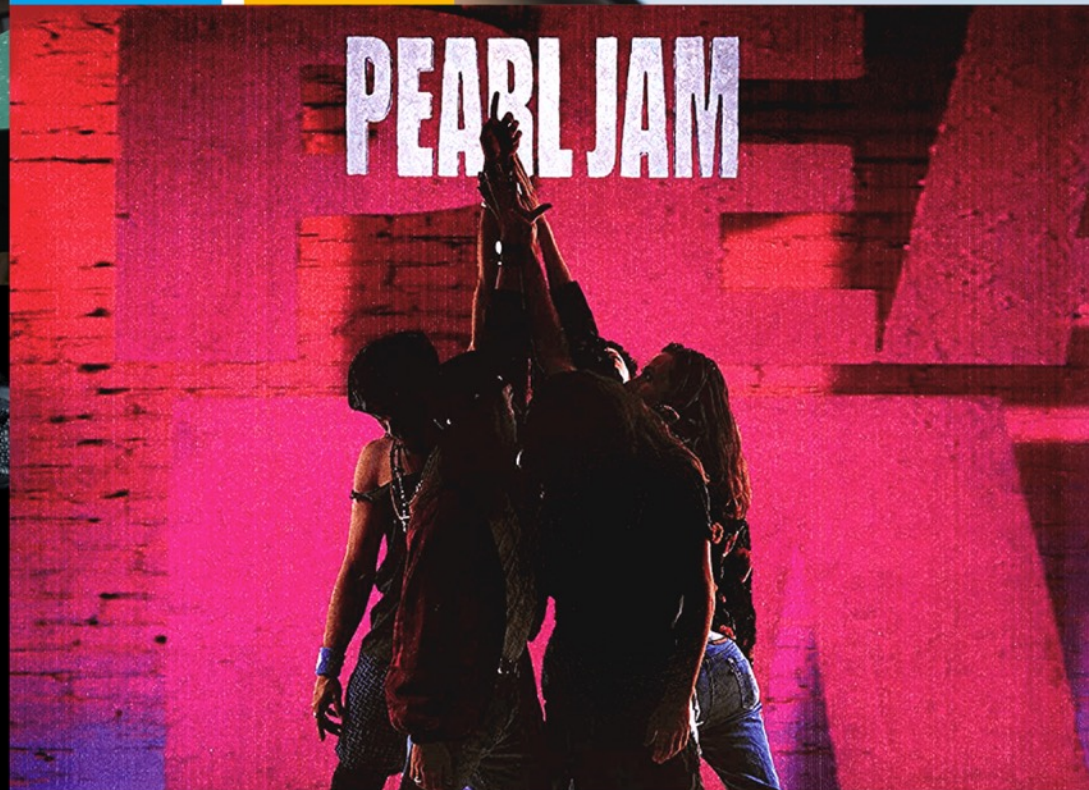
NATURAL BEAUTY, ENDLESS ADVENTURE

The Pacific Northwest is defined by the extraordinary and the fearlessly original. WA is synonymous with the never been done, and new ways of thinking, doing, and living that makes the world a better place.



PRODUCTS THAT CHANGE THE WORLD

WA is famous for creating concepts and products that are not only renowned world-wide but have launched global movements. WA Wine has earned its place among these influential icons.



AN INCLUSIVE COMMUNITY

A commitment to community and fostering a love of wine for all. An inviting space for everyone and an industry focused on sharing knowledge and collective success.



OBSESSION WITH QUALITY & INNOVATION

Tapping science and research to push boundaries and identify opportunities; WA Wine has an unmatched commitment to quality, innovation, and state-wide V&E research to shape the future.



BRINGING WA WINE TO LIFE

**EXPLORE OVER
1,000 WASHINGTON
WINERIES.**

GET THE FREE
MAP MY
WA WINE
APP

WA
WINE

THIS IS
NOW

SEATTLE-TACOMA INTERNATIONAL AIRPORT

**31 DAYS.
1,000+ WINERIES.
ONE STATE.**

W August

A 31-DAY FESTIVAL OF
WASHINGTON WINE

**THAT NOISE
YOU HEAR
IS US.**

WA
WINE

THIS IS
NOW

TASTE
GARANNOIR
MERLOT
ALBARIÑO
MARQUETTE
MONTEPULCIANO
BARBERA
PETIT VERDOT
CABERNET SAUVIGNON
GRENACHE
DORNFELDER

**GET CURIOUS.
GET TASTING.**

TASTE
WASHINGTON
WINE
MONTH

BRAND STORY- REASONS TO BELIEVE

THE PACIFIC NORTHWEST & WASHINGTON STATE: PROUDLY PUSHING BOUNDARIES

The Pacific Northwest is defined by the extraordinary, and the fearlessly original. A multicultural epicenter for bold and independent thinkers, the Pacific Northwest—and Washington in particular—is synonymous with the never-been-done, and with identifying new ways of thinking, doing and living that not only influence the rest of the world, but make the world a better place.

The intrepid, enduring spirit of Washington wine was born of this boundless environment, and its mission remains one of innovation, and change.

The pillars of Washington Wine impact everything we do, from the vineyard, to the tasting room, to consumer tables and beyond.

- Sustainable guardianship and a deep connection to nature
- Producing products that influence, representing leadership and a responsibility to inspire broader change
- A commitment to community and fostering a love of wine worldwide
- Tapping science and research to identify opportunities and improve what we do

**Creativity, originality and plenty of the unexpected:
that's what Washington Wine is all about.**



BRAND STORY- REASONS TO BELIEVE

SUSTAINABLE GUARDIANSHIP AND A DEEP CONNECTION TO NATURE

The mighty Columbia threading through grassland, orchard and vineyard. Canyons and mountains whose glacial and volcanic history embody the untamed character of the PNW. Exploring and rejoicing in this rich and singular natural bounty is at the heart of the Washington mindset, as is a responsibility for preserving it for generations to come.

- **Multi-generational farming knowledge gives our community deep expertise**
 - Generational families descended from apple, pear, cherry and hops farmers comprise much of the winemaking community, applying their long-developed insights on the land to their products.
 - Their history and investment in the land results in an authentic commitment to preserving the natural environment.
- **Sustainable WA, launched in 2022 and built entirely for the industry, by the industry**
 - Rigorous and science-based, it was developed for local conditions and vineyard and winery scale. Its nine areas of focus include water management, pest management, ecosystem care and business operations.
 - The program is an integral part of the WA wine industry's commitment to active stewardship of the land, providing an ongoing guide for the current community and an evolving plan for the generation to come



BRAND STORY- REASONS TO BELIEVE

PRODUCING PRODUCTS THAT INFLUENCE, REPRESENTING LEADERSHIP AND A RESPONSIBILITY TO INSPIRE BROADER CHANGE

Microsoft, Costco, Amazon, Boeing. Grunge music, the art of Dale Chihuly, and the restaurant of Peter Canlis. Washington is famous for creating concepts and brands that are not only renowned worldwide, but have launched global movements in technology, philanthropy, communications, commerce and the arts.

The Washington wine industry has earned its place among these influential tastemakers, developing and distributing products that are unique in the wine world, and distinctively forward-thinking.

- **Shaping the next generation of industry leaders**
 - The WA wine community's serious ongoing investment—including donations from over 85 wineries and growers—in Washington State Wine and Science Center and Viticulture & Enology program reflects its eye toward the future and the products—and perspectives—that future industry professionals will bring.
- **Wines for the Modern Palate**
 - The perfect blend of bright, bold New World fruit and refined, Old World minerality and structure appeals to the varied palates and plates that make up today's wine-drinking landscape, offering something for everyone and every occasion.
 - Its range of styles and prices appeal to both discerning wine drinkers and the next generation of consumers.
- **Approachable quality without compromise**
 - Quality at every price point.
 - Consistent excellence across vintages means wine drinkers can rely on easy-to-understand quality that's not defined by a specific year.

BRAND STORY- REASONS TO BELIEVE

A COMMITMENT TO COMMUNITY AND FOSTERING A LOVE OF WINE FOR ALL

The Washington wine community is defined by an approachable nature, an eagerness to collaborate, and a love of sharing the life and culture that the Pacific Northwest has to offer.

■ **An industry focused on sharing knowledge and collective success**

- The Washington wine community shares a unified goal of building a world-class wine region, and collaborates with the larger goal in mind, from sharing equipment and winemaking tips to pitching in and helping a neighbor at a moment's notice.
- The community is known for its personal, business-to-business bonds and mentality that success is building the WA wine brand, not just singular winery brands.
- WA wine is known for experimentation and an "anything goes" mindset that has resulted in one-of-a-kind products, with resulting knowledge passed from business to business.

■ **An inviting space for everyone who loves wine**

- Washington wine is intrinsically poised to appeal to and welcome wine lovers of all palates, budgets, levels of knowledge and perspectives.
- Warm, convivial and unconventional in character, WA wine is especially suited to new and young wine drinkers intimidated by the formal character of other regions.
- WA wine is actively furthering its DEI investments via new training and programs at all levels of winery business, with goals to better appeal to and support diverse consumers as well as a more diverse workforce in WA wine.

STRATEGIC PILLARS

THE FOUR STRATEGIC PILLARS

DRIVE
WASHINGTON
WINE
BRAND
STORY



ACTIVATE
DISTRIBUTOR
+
TRADE
PARTNERSHIPS



INCREASE
MEDIA
+
COMMUNICATIONS
IMPACT



FUND AND
PROMOTE
VITICULTURE
AND ENOLOGY
RESEARCH



DRIVE WASHINGTON WINE BRAND STORY



→ **Implement Cohesive and Consistent Content, Materials, and Communications**

- Align messaging from each strategic pillar into overarching brand messaging strategy
- Continue to leverage our digital audiences, growing brand loyalty and trust
- Inspire constituents to adopt brand story, advancing a unified brand position

→ **Leverage Washington State and PNW Lifestyle and Inherent Positive Traits**

- Develop updated brand look/feel/tone/imagery using brand assets
 - Approachable, accessible and aspirational

→ **Drive Consistent Brand Story Across all Touchpoints**

- Distributors
- Constituents
- Influential Trade
- Media – traditional, social, and emerging
- Consumers

**DRIVE
WASHINGTON
WINE
BRAND
STORY**



SUPPORTING TACTICS AND MEASUREMENTS

STRATEGY

→ **Drive Washington Wine Brand Story**

TACTICS

- UNITE and ALIGN the constituency and drive consistency in messaging
- Cohesive and consistent 360 communication
- Leverage PNW attributes to build awareness and advocacy
- Promote Sustainable WA as part of our brand story

MEASURES

Industry adoption and acceptance

All communications tie back to brand story and strat plan

Quarterly review of coverage

Spreading awareness of program and encourage constituent buy in of program

**ACTIVATE
DISTRIBUTOR
+
TRADE
PARTNERSHIPS**



→ **GROW WA WINE DOLLAR SHARE**

- Grow national dollar share to 5% in 5 years (from 3.6% currently)
- Grow in-state premium dollar share to be greater than or equal to CA dollar share
- Grow WA Wine export program by 10% increase in participants and volume

→ **LEVERAGE and CONNECT EXISTING and NEW PROGRAMS**

- Build national wine month campaign
- Continue to build local support and loyalty through Wine Months
- Make Road Trip Washington Wine the top inbound immersion and education program
 - Maximize road trip purchase intent and long-term advocacy
- Cultivate productive relationships with key stakeholders in targeted markets nationally
 - Research and develop on-premise program focused on by-the-glass placements
- Educate constituents on distributor engagement and value of national distribution to build the WA Wine category

→ **UNIFIED BRAND STORY**

- Embrace local community and PNW attributes
- Lead with the equity of our Brand Story with distributor partners during key communication moments
- Leverage existing materials and tools to maximize awareness and unify message

**ACTIVATE
DISTRIBUTOR
+
TRADE
PARTNERSHIPS**



SUPPORTING TACTICS AND MEASUREMENTS

STRATEGY

→ **Activate Trade and Distributor Partnerships**

TACTICS

- Make contact and establish a network of distributor partners to build awareness, support and advocacy for Commission programming and goals
- Develop and execute strategic partnerships with key trade and distributors through programming and educational tools that broaden our engagement with target audiences
- Continually create and update engaging and impactful educational content across various channels
- Engage with constituents to share programming goals and how to optimize trade and distributor relationships

MEASURES

- Number of local distributors engaged, and in result, increases in distributor depletions and momentum towards national adoption
- Number of educational trainings, Road Trip nominations, and new programming implemented as a direct result of our engagement
- Create and disseminate innovative assets, including trade toolkits and collateral distributed through network
- Increase size of trade contact lists and organize via Salesforce, and increase program awareness through all available communication channels

**ACTIVATE
DISTRIBUTOR
+
TRADE
PARTNERSHIPS**



SUPPORTING TACTICS AND MEASUREMENTS

STRATEGY

→ **Grow Export Program**

TACTICS

- Host trade and media inbound tours to educate key partners and build relationships
- Educate key stakeholders in key markets
- Increase constituent participation
- Partner with other Washington State agencies to leverage budgets and drive brand story with cohesive messaging

MEASURES

- Number of inbound trips, quality of guests, and resulting export survey increases in volume and value
- Number of guests participating in level 2 Northwest Wines Certification Program in Tokyo and Seoul
- Increase number of wineries participating in key international events (ProWein and VinExpo)
- Number of events that help stretch our budget and engage new audiences

**INCREASE
MEDIA
+
COMMUNICATIONS
IMPACT**



→ **MEDIA ENGAGEMENT & RELATIONSHIP BUILDING**

- Build and grow new and existing regional, national, and international media relationships
- Host impactful inbound tours, one-off visits, & critic/reviewer tastings
- Measurable national PR activations
- Effective press releases, information dissemination, strategic pitching & media mailers
- Increase diversity of media covering WA Wine

→ **GENERATE INNOVATIVE CONTENT
and AMPLIFY EXISTING CONTENT**

- Create compelling, innovative, and unique stories using all mediums
- Maximize and measure digital storytelling efforts
- Content relevant to more diverse audiences
- Dedicated resources to maximize opportunity
- Leverage and amplify Sustainable WA program

→ **UNIFIED BRAND STORY**

- Embrace local community and PNW attributes
- Synergize all content to provide on-equity and cohesive communication

**INCREASE
MEDIA
+
COMMUNICATIONS
IMPACT**



SUPPORTING TACTICS AND MEASUREMENTS

STRATEGY

→ **Increase Media Impact**

TACTICS

- Identify key media to build relationships, have ongoing dialogue with, and host
- Maximize PR agency ecosystem with national PR and digital contractors
- Increase scoring coverage and maximize editorial opportunities for all wineries
- Broaden PR outreach to ensure diverse and inclusive coverage
- Utilize social and digital channels to amplify voices of all wineries, and attract new audiences to the WA Wine community

MEASURES

- Top 20 media identified with goal to engage consistently
- Agencies contracted with KPIs in place (share of voice, audience engagement, message pull-through)
- Increase and broaden positive coverage in editorial and scoring
- Coverage beyond traditional wine media and social impact
- Increased audience and engagement, number of wineries' content shared

**INCREASE
MEDIA
+
COMMUNICATIONS
IMPACT**



SUPPORTING TACTICS AND MEASUREMENTS

STRATEGY

→ **Constituent Communications and Engagement**

TACTICS

- Deliver good, comprehensive industry communications via regular newsletters
- Create industry feedback loop with constituency to ensure communications are as effective and efficient as possible
- Innovate new ways to communicate with our constituency (town halls, digital engagement et al)

MEASURES

- Open rates on emails and newsletters (goal of 40%)
- Conduct an annual constituent survey
- Conduct town halls and encourage board meeting attendance



**FUND AND
PROMOTE
VITICULTURE
AND ENOLOGY
RESEARCH**

→ **STRENGTHEN V&E RESEARCH COMMITMENT
of \$2/ton and \$0.02/gallon**

- Codify with binding vote of the Commission
- Support efforts of Auction of WA Wines to annually raise \$250k for WSU V&E Department
- Support establishment of V&E Department to lead a world-class research program

→ **LEAD TRANSFORMATIONAL RESEARCH
on LEAFROLL VIRUS**

- Engage non-traditional perspectives to solve leafroll virus
- Develop & implement leafroll virus plan combining Research with extension

→ **COMMUNICATE RESEARCH OUTCOMES**

- Demonstrate value of research to constituency
- Position WSU and WA Wine as leaders in innovative research
- Raise awareness and recruit students and world-class faculty by leveraging digital media, identified conferences, and other impactful activities

**FUND AND
PROMOTE
VITICULTURE
AND ENOLOGY
RESEARCH**



SUPPORTING TACTICS AND MEASUREMENTS

STRATEGY

→ **Strengthen V&E Research Commitment**

TACTICS

- Codify research commitment of the Washington State Wine Commission
- Invite key U.S. wine buyers to Private Barrel Auction and support Auction of WA Wine effort to raise \$250K for V&E Department
- Support establishment of V&E Department to lead World-Class Research Program

MEASURES

- Support an successful vote of the Board
- Number of buyers attending and dollars raised at Private Barrel Auction
- Ensure adequate resources for WSU V&E Department

**FUND AND
PROMOTE
VITICULTURE
AND ENOLOGY
RESEARCH**



SUPPORTING TACTICS AND MEASUREMENTS

STRATEGY

→ **Lead Transformational Research on Leafroll Virus**

TACTICS

- Collaborate with National Grape Research Alliance to develop and seek funding for transformational leafroll virus research proposal
- Create plan to coordinate leafroll virus research and extension efforts

MEASURES

Develop innovative proposal by December 2024; leverage funding for proposal by 2026

Enlist assistance of Lodi Wine Commission to help develop industry educational plan and share Lodi's experiences during 2024 WAVE Connect

**FUND AND
PROMOTE
VITICULTURE
AND ENOLOGY
RESEARCH**



SUPPORTING TACTICS AND MEASUREMENTS

STRATEGY

→ **Communicate Research Outcomes**

TACTICS

- Ensure all stakeholders have access/opportunity to guide V&E research
- Share and promote research outcomes and demonstrate value to all stakeholders
- Raise awareness of innovative research at WSU to help recruit students and world-class faculty and researchers

MEASURES

- Number of stakeholder participants from research survey, WAVE and WAVEx webinars, Research Review
- Communicate research outcomes to constituents and gain impactful coverage in key industry outlets
- Number of new students/faculty/researchers that join WSU V&E Department and presentations given at key conferences

FINANCIAL MANAGEMENT & ACCOUNTABILITY

As a public agency, the Wine Commission is a steward of public funds, carefully balancing the fiscal needs of research, marketing and communications programs, technology infrastructure, human capital, debt and expenses, and operations.

To ensure the ongoing viability of delivering its mission, the Commission must maintain a **sustainable financial model that is responsible, fair, and transparent.**

This involves consideration of key components including revenue enhancement, cost containment, multi-year financial planning, and strategic resource allocation.



FINANCIAL MANAGEMENT & ACCOUNTABILITY

SUPPORTING TACTICS AND MEASUREMENTS

STRATEGY

→ Strategic Resource Allocation and Enhancement

TACTICS

- Develop, maintain and routinely test a multi-year financial planning model
- Develop KPIs and ROI measurements of specific marketing & communications strategies
- Identify grant opportunities and apply as appropriate
- Explore potential new revenue sources outside of assessments

MEASURES

- Board approved multi-year budget in place for FY25-27
- Marketing & communications tactics that increase WA Wine sales and engagement
- Tracking successful submissions
- New revenue sources identified

FINANCIAL MANAGEMENT & ACCOUNTABILITY

SUPPORTING TACTICS AND MEASUREMENTS

STRATEGY

→ **Provide Economic Impact Data**

TACTICS

- Engage research firm to execute full Economic Study in FY '25, including industry demographic data
- This report will be updated annually with a full new report generated every 5 years

MEASURES

Report complete by end of fiscal 2025, communicated to key stakeholders

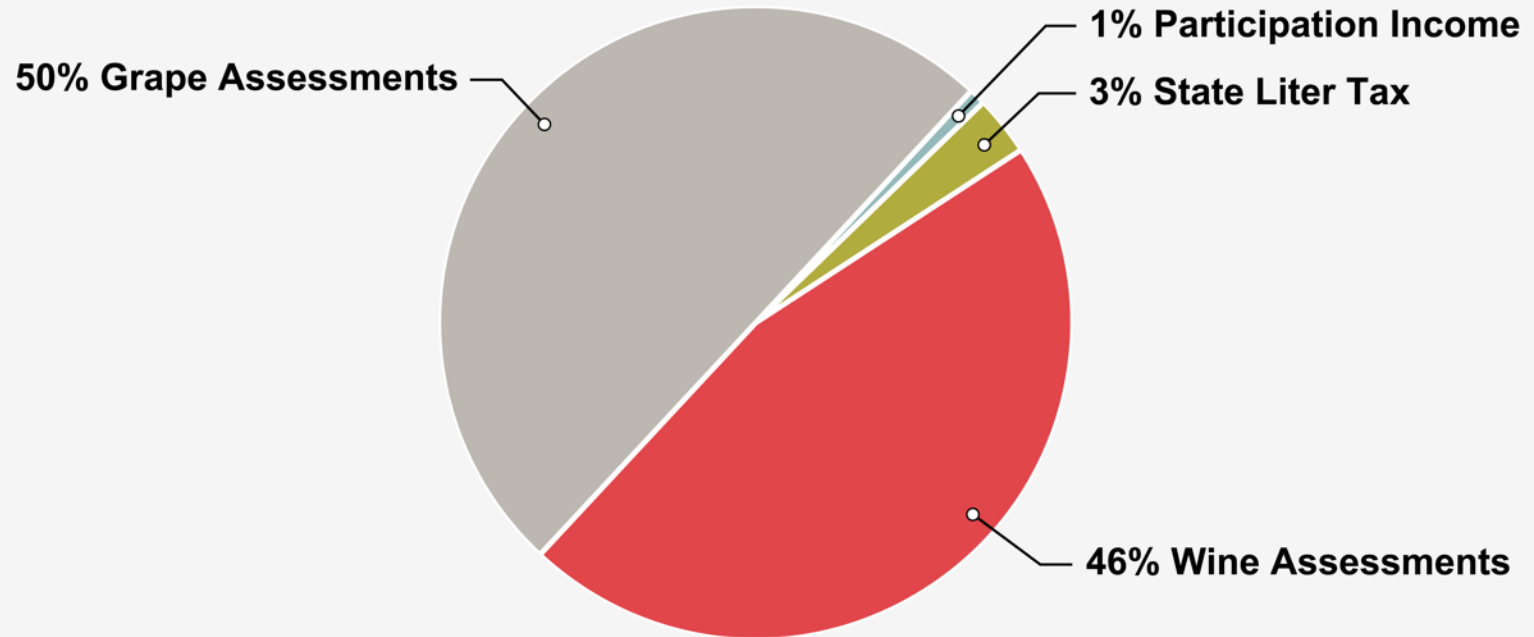
Share with industry partners to maximize value of data



REVENUES AND EXPENSES

REVENUE SOURCES

Budget allocations will prioritize initiatives that have the most impact on category growth

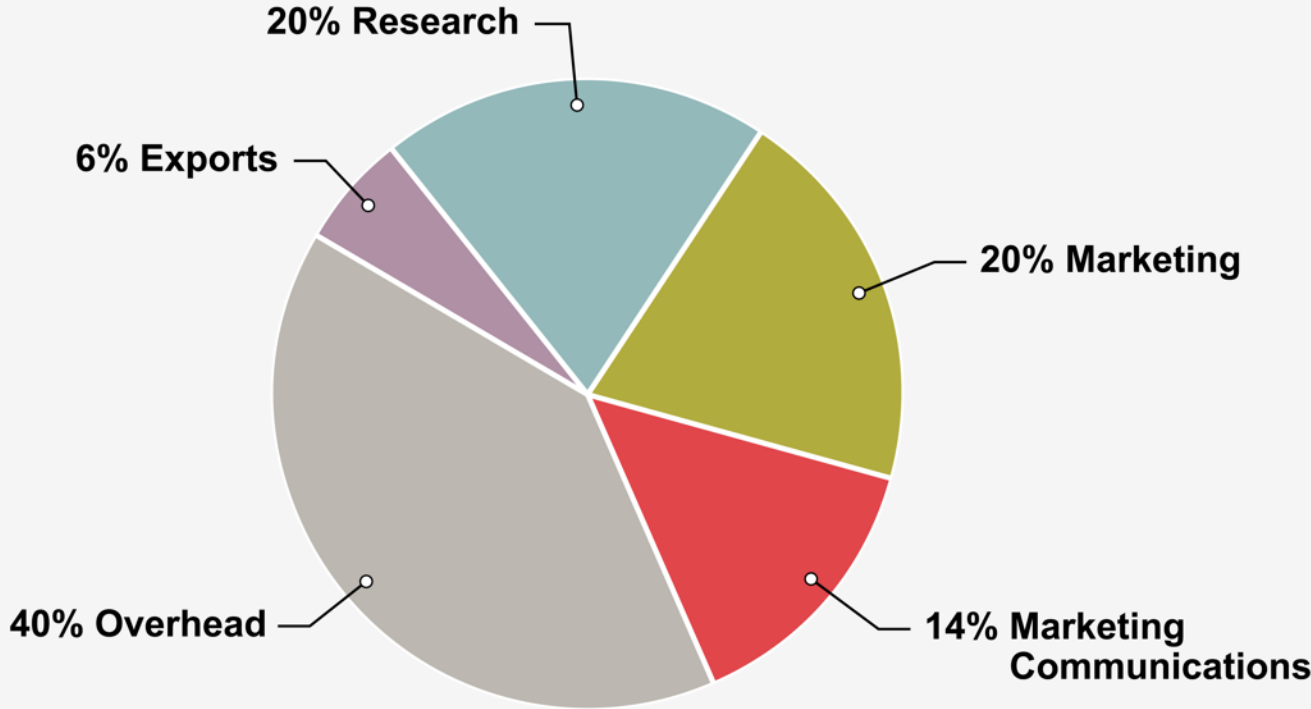


*Additional revenue sources are always considered and pursued, such as a specialty crop grant for \$250K

REVENUES AND EXPENSES

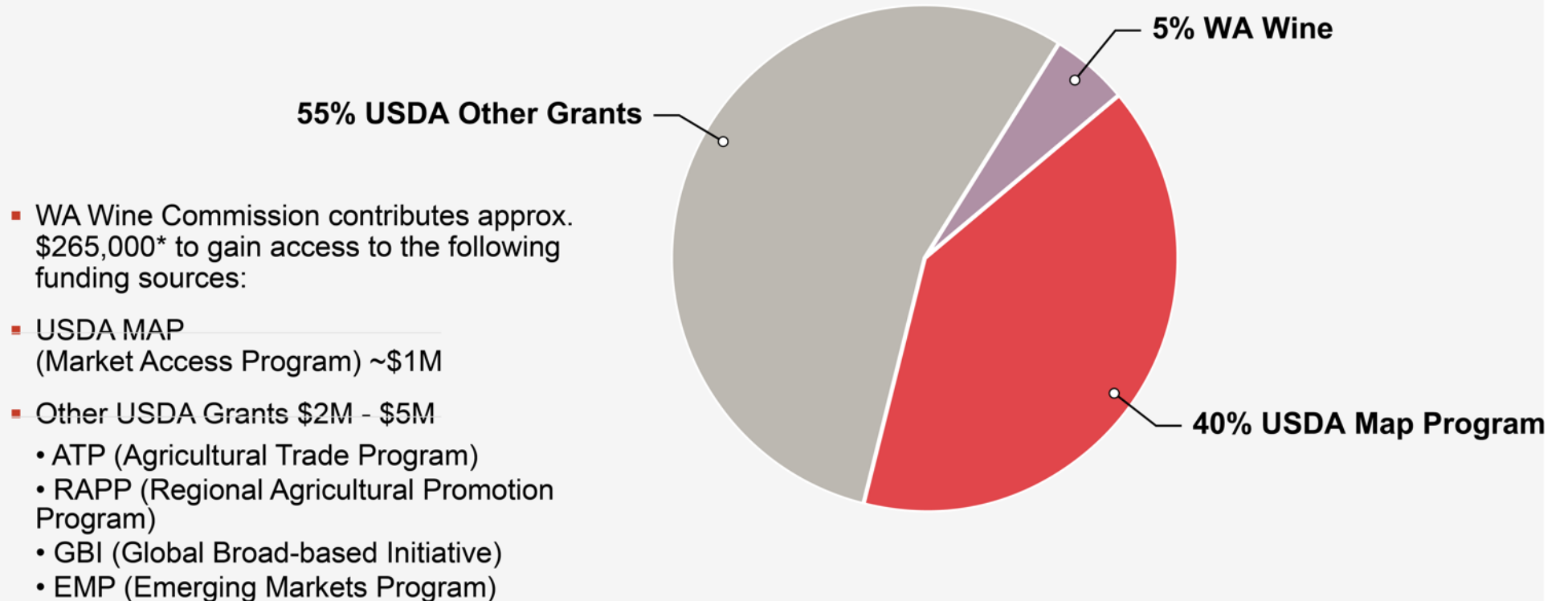
% OF REVENUE

Budget allocations will prioritize initiatives that have the most impact on category growth



EXPORT PROGRAM

FUNDING SOURCES FOR EXPORT



*Includes all admin & internal personnel fees (ie. Bryant Christie)

**Total budget ranges from \$1M - \$3M annually, depending on grant program availability

REVENUE AND CASH RESERVES FORECAST

CASH FLOW PROJECTION FY24-28 (CURRENT)

Conservative Growth Strategy

	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Projected Annual Income	\$3,992,000	\$3,992,000	\$3,992,000	\$3,992,000	\$4,111,760	\$4,317,348
Beginning Fund Balance: Operating	\$295,000	\$320,000	\$345,000	\$370,000	\$395,000	\$445,000
Beginning Fund Balance: Reserve	\$670,000	\$720,000	\$770,000	\$820,000	\$895,000	\$995,000
Annual Reserve increase		\$50,000	\$50,000	\$50,000	\$75,000	\$100,000
Annual Operating increase		\$25,000	\$25,000	\$25,000	\$25,000	\$50,000
Total Cash Required Reach Target Balances		\$75,000	\$75,000	\$75,000	\$100,000	\$150,000

Income assumptions: FY24 at 150,000 tons, Flat in FY25, FY26, FY27, 3% Growth FY28, 5% Growth FY29

YEAR AT A GLANCE

- Research
- Marketing
- Communications
- International
- Other / Admin

Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec
Annual Research Survey				WA Wine Asia Trade Tasting - S. Korea, Japan	SF Trade & Road Trip Alumni Event - CA		<i>W August</i>			NY Media Activations	Holiday Media Mailers
Research Grant Applications Close		<ul style="list-style-type: none"> Dinner Series Pacific Standard New Vintage Sunday Brunch Seminar Series No Frills 	Wine Advocate WA Visit		Annual WRAC Meeting	WAVE/WSU Field Day	Harvest Related Media Communications		NY WA State Tourism Activation	Grape Assessments Open	Grape Assessments Open
WA Wine Trade Tasting - Mexico	WineVit Research Poster Session Sponsor	Sustainable WA Marketing Activation	Harvest 2022 Communications	VinExpo Singapore	WA Wine Canada Trade Tasting - Toronto, Ontario & Montreal, Québec	Implement Sustainable WA Marketing Plan	<ul style="list-style-type: none"> HEB, QFC, and Fred Meyer Activations On-Prem Programming Landry's Sip & Sea 			Grape Assessment Communications	Taste WA Registration Kickoff
Strategic Planning Retreat		TASTE WASHINGTON WINE MONTH		Canada Inbound Hosting - BCI	End of Fiscal & Year-End Budgeting	Finalize Core Values	Auction of Washington Wines		State Tourism Conference		Research Grant Programs Open
	WAVEx Webinar	Sustainable WA Wines hit Market	WAVEx Webinar	Executive Director Communications	Finalize Five Year Strategic Plan	RNDC WA Wine Distributor Education Sessions	AWW Media Hosting		Japanese Buyers Inbound		Taste WA Press Release
	Research Review	Black Girls Texting Partnership - DEI	WA Wine Canada Trade Tasting - Calgary, Alberta	Finalize Grape Reporting	SAQ Buyer Inbound	UK Trade and Media Inbound					Korea 2-Day Certification Program
	WA Wine Trade Tasting - Mexico	Taste Washington Inbound Media Hosting	BCLDB Buyer Inbound				<ul style="list-style-type: none"> WAVE Seminar Drone Research Demonstration Day 				
	JEB DUNNUCK In-office Tasting	Taste Washington Inbound Trade Hosting					Binny's Training and WA Wine Tasting				WAVEx Webinar
	5 Day Importer Tastings Sweden	JAMES SUCKLING.COM James Suckling WA Visit					Canadian Media Inbound				
		Portland Media Mission									
		WAVEx Webinar									
		EuroTour (London & Copenhagen)									

Ongoing: Board Meetings, Committee Meetings, Constituent Communications, Contract Management, Website Management, DEI Task Force and Trainings, Budget Management, Human Resources and Payroll

SPHERE OF COLLABORATION

Programs

Digital Story Telling
Inbound Media Tours
Inbound Trade Hosting
ProWein
Road Trip
Scoring Reviewer
Hosting
Social Media
Sustainable WA
Taste WA
TEXSOM
TW Wine Month
VinExpo
WAugust
WAVE
WAVEx
World Class Website

Industry Partners

Alliance of Women
in WA Wine
Auction of Washington
Wines
Battonage
Bryant Christie Inc
California Wine Institute
Government Agencies
GuildSomm
Institute of Masters
of Wine
Oregon Wine Board
Regional Associations
& DMOs
State of WA Tourism
State V&E Programs
TEXSOM
US Sustainability
WA Grown
WA Wine Growers
WA Wine Industry
Foundation
WA Wine Institute
Wine Unify
WSGA
WSU

Trade Partners

Distributors
Grocery Chains
Independent Retailers
Liquor Control Boards
National Retail Chains
Online Wine Merchants
Regional Grocers
Restaurant Groups

Government Agencies

AGO
DES
OFM
SAO
TTB
USDA
WSDA
WSLCB

Media

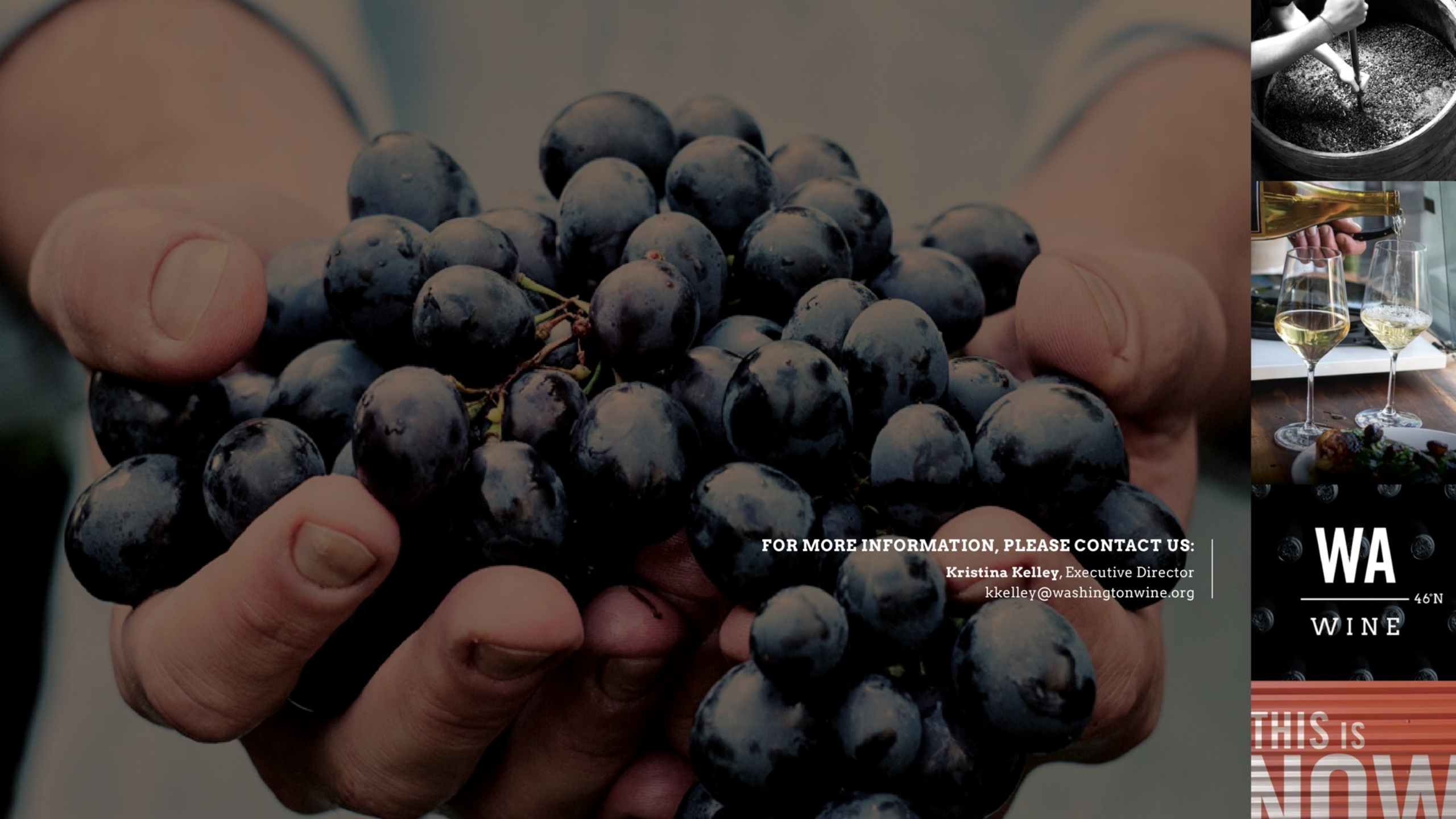
Lifestyle Media
Local Media
Social Media
Influencers
Trade Media
Wine & Food Media

Research Partners

ARS
NGRA
Northwest Small Fruits
WSU

A close-up photograph of a hand holding a tulip-shaped glass filled with red wine. The glass is held in the foreground, and the background is dark and out of focus, showing another glass and a person's face. The lighting is warm and low-key, creating a sophisticated atmosphere.

LET'S TALK



FOR MORE INFORMATION, PLEASE CONTACT US:

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WA

46°N

WINE

THIS IS

NOW