



This slide pack:

1. WML Strategy
2. Focus Areas and measurements
3. Overview of the SMART Goals for Wine Marlborough's 2023-234 Annual Plan

Notes:

- *This year we have incorporated all Business as Usual (existing activity)*
- *All goals have been reevaluated against priorities and resources required - Resource was individually estimated including budget, time and scheduling*
- *Individual tactics, activities and milestones were drafted by role for each SMART Goal*
- *Each goal was checked against our member segments – who our activity serves*

Strategic Plan overview to 2023

NB: The Strategy for Wine Marlborough is set by the Marlborough Winegrowers Board and will be reviewed in 2023.



Purpose

WHY WE EXIST

Proudly standing up for, and building, the reputation of Marlborough's wine region

Beliefs

WHAT WE STAND FOR

Providing leadership in times of opportunity, challenge and success

Future proofing the success of our members

Uniting the industry to protect and grow Marlborough's wine region

Building a window for the world to fall in love with Marlborough's wine region

Character

WHO WE ARE

Courageous to hold the industry to high standards

Courageous to hold the industry to high standards

Innovative to create sustainable funding and value

Innovative to create sustainable funding and value

Focused to achieve sector-wide clarity on roles and responsibility

Focused to achieve sector-wide clarity on roles and responsibility

Wine Marlborough prides itself on our culture and connection with the industry. We will intervene if Members of the board or team do not demonstrate these character traits

Our Strategy

HOW WE WILL EXECUTE OUR PLAN

EDUCATE

- We're used as the key source of information for Marlborough's wine region
- Highlight key issues and support Members understanding
- Build understanding and culture around Corporate Social Responsibility (CSR)

PROTECT

- Forecasting and research is undertaken to inform our thinking and guide our outputs
- Wine Marlborough are the champions for Members and represent their rights and interests
- We help Members stay 'match-fit' by supporting their resilience and wellbeing

GROW

- Develop and maintain strong and wide networks
- Unite stakeholders, and guide and influence decision makers
- Create distinctive culture and regional identity

CELEBRATE

- Events are used to help Members shine, sell and create relationships
- We celebrate the activity of our Members and community that reflect our region's unique reputation
- The Marlborough wine story is clear and understood by Members, industry, stakeholders, community and consumers

The team at Wine Marlborough are responsible to ensure Members understand the purpose and strategy, and that we're measured against it

Annual Plan Focus Areas

Focus	Communication	People	Stakeholder Engagement	Community
Objective	Connect members and stakeholders in ways that are meaningful and tangible to Marlborough's wine region.	People are everything. We champion the development of a sustainable workforce for the Marlborough wine industry.	We are a key industry connector, building reciprocal relationships, and creating value for all members.	Build distinctive culture and regional identity within the industry and the Marlborough community. Strengthen the community's understanding and trust of the industry.
Measurement	<p>We will know we are achieving this by:</p> <ol style="list-style-type: none"> 1. Raising awareness of our communications – increasing external reach and focusing on timely release (measured monthly) 2. Increasing member engagements with each channel (measured monthly) 3. Maintaining or increasing performance of communications focus area in our member survey (annual) 	<p>We will know we are achieving this by:</p> <ol style="list-style-type: none"> 1. Completing the workforce data project to establish a baseline dataset for planning 2. Capturing information on the wellbeing of the wine industry's people and the activities of our members 3. Collaboration from national and regional stakeholders to advance the workforce development plan for the Marlborough wine industry 	<p>We will know we are achieving this by:</p> <ol style="list-style-type: none"> 1. Creating clear engagement plans with our stakeholders that drive value creation for our members 2. Tracking stakeholder engagements and using member survey to inform where value is created 3. Connecting with Iwi in Te Tau Ihu to develop an understanding of iwi aspirations and our role. Build our cultural competency to enable this 	<p>We will know we are achieving this by:</p> <ol style="list-style-type: none"> 1. Capture attendance of member segments for each activity and help set % targets for next year 2. Measure the importance and impact of our celebration activities within the industry and the local community 3. An annual industry-led event for the community is scoped and planned 4. Positive news stories relating to the industry are shared by local media
Focus	Environment & Resilience	Information & Research	Resource	
Objective	We promote our member's environmental efforts and successes, respond to regional challenges, and support improved industry resilience.	Research and information informs Wine Marlborough's activities. We identify information gaps for the Marlborough wine industry and advocate for the info/data needed on key issues.	Prioritise and improve our resourcing and allocation. Understand where we lead, support or are constrained to work smarter.	<p><i>NB: The focus areas objectives were agreed at the May Board Meeting. They are not presented in priority order.</i></p> <p><i>The grey areas explain measurements of success.</i></p>
Measurement	<p>We will know we are achieving this by:</p> <ol style="list-style-type: none"> 1. Establishing visibility of the region's environmental performance (e.g., becomes part of the regional story) 2. Marlborough's Circular Wine group is established, active and addressing shared industry challenges 3. We have a strong and clear relationship across key depts of MDC to support industry and regional resilience 4. The role of industry bodies is clarified and understood by our members and stakeholders (evident in next member survey) 	<p>We will know we are achieving this by:</p> <ol style="list-style-type: none"> 1. Establish and consistently use defined internal processes to guide our activity planning and decision making 2. MWG Board to compete a strategic session to update and refresh strategic plan and refresh SWOT, all to inform next annual plan 	<p>We will know we are achieving this by:</p> <ol style="list-style-type: none"> 1. Clear understanding of roles and responsibilities, and resource available and/or required 2. Understanding and measurement of our own resource use 3. Identifying new income streams and performance targets 4. Individual time measurement 	

SMART Goals



ANNUAL PLAN 2023/2024

NB: These SMART goals are numbered for internal communication and are not presented in priority order.

Communication

Objective: Connect members and stakeholders in ways that are meaningful and tangible to Marlborough's wine region

<ol style="list-style-type: none"> 1. Consistently evolve the WM website to be the key source of information of Marlborough's wine region for all stakeholders. This is a weekly BAU objective to utilize functionality (e.g., sign up forms, integrated EDM content and API's) and ensure new content aligns with annual plan focus areas (e.g., back publish people and environment stories). 2. Develop a social media content strategy based on the annual plan focus areas (e.g., sustainability, people, community) and consistently showcase member's stories (and engage member segments) for the world to fall in love with Marlborough. This is a weekly/ reprioritization of BAU objective. 3. Improve searchability of Winepress through Issuu (publishing platform) to reach more digital audiences. This is a monthly/ reprioritization of BAU objective. 4. Improve access of Winepress by trialing a new mailing process to reduce distribution time. To be completed by September 2023. 5. Review the 6-month trial of the Wine Marlborough Podcast and make recommendations for frequency, content (aligned with annual plan focus areas) by September 2023. 6. Simplify the annual report document to the minimum required reports (e.g., Chair, GM and Treasurers report) and improve access to key regional statistics and reference materials (e.g., annual stats, SWNZ regional summary). 7. Use the new comms plan (process) to map out annual comms, design and publishing needs of team per audience and activity planning sufficient timing for promotion, and/or promotional budget. Plan to be drafted by August (or before each initiative) and used as weekly publishing guide. 	<ol style="list-style-type: none"> 8. Use the new comms plan (process) to map out opportunities (e.g., conferences) for information releases (not lifestyle) to all audiences. Plan to be completed August 2023. 9. Create a digital take over for #SauvBlancDay to become Marlborough's day by connecting wine lovers around the world with the Marlborough wine region by driving awareness of the day, collaborating with our region and creating a themed social media campaign two weeks before and after #SauvBlancDay. 10. Create a defined process for media responses (e.g. audience, key message, watchouts, risks and reporting and follow up). Time TBC. 11. Review monthly comms reports to understand engagement to improve information and trial new content sections e.g. reporting media mentions (showcase spokesperson role) and make more personal with an update from team on key activities. Maintain status quo of email newsletters until target comms can be managed through new NZW CRM. This is a monthly BAU objective. 12. Perform industry spokesperson role. Be informed by industry before comments are made as required. Could be more proactive in this space, seeking to seed stories and use good relationships to share information and news to the community and industry 13. Complete feasibility analysis for a user pays education pilot masterclass for 2023 gold medal wines, targeting NZ on-trade to re-engage and educate trade about Marlborough wine diversity in two NZ cities. Create and trial a new model that could be repeated in international markets for future shows with NZ Inc. partners. Feasibility completed by 20th July and confirmed before entries open 15th August. If confirmed comms developed to engage members and promote with show t's and c's.
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Community

Objective: Build distinctive culture and regional identity within the industry and the Marlborough community. Strengthen the community's understanding and trust of the industry.

<ol style="list-style-type: none"> 1. Partner with Destination Marlborough and industry to implement the Destination Management Plan Wine Tourism strategy, by coordinating a Cellar Door steering group to implement priority activities (collaboration, trade education, 'event day' / volume management and technology). 2. Coordinate and maintain annual review of the Marlborough Wine Trail Map including survey, design and user pay print update. Released July 2024. 3. Coordinate Wine tourism steering group to test and develop user pay initiatives – e.g. Wine Trail signage and use QR/Tech to tell regional stories by Oct 2023. 4. Align the Marlborough Wine Region more closely with the regional identity by implementing new brand guidelines to streamline, simplify and strengthen branding across our activities and apply the framework for future initiatives. Implemented from August. 5. Launch a platform (messaging document, opt in engagement activity, toolkit and media release) for our members and community to amplify the 50-year milestone from August 2023. 6. Scope, build and deliver a family friendly annual event/ tradition that builds on the collective strength of the region and the wine sector within it (brings our community together and is good for the community). Use 24 August to start developing the concept. 7. Continue to share 3-4 Winepress stories per month to MEX to republish to wider community. Plan for stories to align with annual plan focus objectives (community sorties etc.). 8. Support the Regional Marlborough Young Viticulturist of the Year Committee with financial management, obtaining and retaining sponsorship of the Competition and the celebration July 2023 9. Manage and Deliver the Marlborough Young Viticulturist of the Year celebration, supporting the promotion of excellence and celebrate young leaders of viticulture, JULY 2023 10. Support the Regional Marlborough Young Winemaker of the Year Committee with financial management obtaining & retaining sponsorship of the Competition & the celebration SEPT 2023 	<ol style="list-style-type: none"> 11. Manage and Deliver the Marlborough Young Winemaker of the Year celebration, supporting the promotion of excellence and celebrate young leaders of Winemaking, SEPT 2023 12. Effectively manage and deliver the Marlborough Wine & Food Festival 2024 successfully by setting and meeting individual event objectives with an overall purpose to create a platform for the Wine Industry and Community to come together and celebrate Marlborough. FEB 2024 13. Engage in a full year contract with a marketing agency to promote the 2024 Marlborough Wine & Food Festival event, to engage and build our online audiences, and create profile for the event to put Marlborough on the map as a great wine region. Internal comms programme (to exhibitors, ticket holders, programme, and community satellite events) to be managed by WM based on comms plan from 2023 event. 14. Plan and deliver the Marlborough Wine Show celebration lunch, growing the celebration event by 60% capacity. Redesign the event model to be an outside event recognizing the Marlborough Wine show trophy winners and building a tradition to celebrate excellence within our wine industry inclusive of the theme of 50 years of Marlborough. OCT 2023 15. Effectively Manage the Marlborough Wine Show achieving objectives set out in individual event project plan with an overall purpose to champion excellence, provenance and promote diversity of Marlborough wines and quality of wine show judging talent within the region through a regional wine show. OCT 2023 16. Develop a PR plan for the Marlborough Wine Show to start July 2023 (3 months before event) with a press release targeted to trade magazines, invite local media to judging and target lifestyle media to profile the competition results. 17. Work with MDC Economic development team to form a working group that develops content for plenary sessions within the wider WinePRO event in June 2024. Look to partner with experts such as BRI or Plant & Food or NZSVO. 18. Facilitate industry events/field days that support our social license to operate by preparing industry for peak periods and risks including the pre-harvest field day, post-harvest debrief.
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Environment & Resilience

Objective:

We promote our member’s environmental efforts and successes, respond to regional challenges, and support improved industry resilience.

1. Work with SWNZ for release of insights into environmental performance of the Marlborough wine industry for promotion and publicity and storytelling of environmental performance by WM.
2. Work with partners (MDC, SWNZ, NZW, lawyer/planner, members, Iwi) to establish what evidence is required to support wine growing's interests around water use and takes to prepare for National Policy Statement Fresh Water development by December 2023.
3. Work with MDC to support information sharing and freshwater management consultation, including building engagement and participation on water users' group by June 2024.
4. Reengage with Marlborough Primary Sector Network to strengthen relationships with key agencies (Civil Defence, MPI, other sector groups) before an event occurs. An output to be resilience planning with stakeholders and understanding of roles and responsibilities in this area. Meetings bimonthly.
5. Work with key stakeholders in the RSE space (NZEE, MDC, MBIE) to develop a comms plan for RSE in Marlborough to improve the community's understanding of the scheme and bank goodwill to future-proof the industry's social license to operate, initiate by Oct 2023.
6. Support establishment of Circular Wine S+C group to connect stakeholders and better enable industry to problem-solve and meet their waste challenges, staying informed and participating in the group as needed.

Information & Research

Objective:

Research and information informs Wine Marlborough's activities. We identify information gaps for the Marlborough wine industry and advocate for the info/data needed on key issues.

1. Implement a new process to ensure key project objectives are informed by research and survey analysis.
2. New team review process to support team collaboration to think more intentionally about comms to highlight, support and educate key issues. E.g.. what is happening outside of comms plan, media clippings/ watch outs etc.
3. Create standardized repeatable forms for the team, by internally reviewing all survey templates to measure activities consistently year on year and across activity types and support decision making to create more value.
4. Maintain reference information and data on industry so facts are available when required. Scan for information that can be turned into industry resources available for use or coverage in WP etc. More cost effective to do this 'as we go' than try and capture when required
5. Map what data and information we need to access or collect in order to achieve our purpose, goals, and support our members. Done in collaboration with stakeholders by Feb 2024.
6. Implement an annual review of data/information/images that the organisation does not require holding and delete these. Coincide with Tech Week each year (May). Review data security and remind all of privacy obligations and tech risks at this time.
7. Liaise with NZW on relevant national and regional submissions, establishing Marlborough position and communicating this to key stakeholders.
8. Ensure Board review the Wine Marlborough organisation strategy. Suggestion that this occurs in November 2023.

Resource	People / Workforce
<p><i>Objective:</i> Prioritise and improve our resourcing and allocation. Understand where we lead, support or are constrained to work smarter.</p>	<p><i>Objective:</i> People are everything. We champion the development of a sustainable workforce for the Marlborough wine industry.</p>
<ol style="list-style-type: none"> 1. Maintain current partnerships as well as explore opportunities with new potential partners of the Industry to sustain financial event and activity growth. 2. Annual planning/ admin time is built into our work hours including governance responsibilities and sub committees/working groups. Annual planning time is reduced to allow for more implementation time. 3. Member segmentation template applied to future planning, design, reporting and review of our activities. 4. Create a logical filing system to improve team efficiency in coordination with each member of the team by Sep 2024. Implement the system to our current and future information. It should be reviewed quarterly and audited at the end of year. 5. Develop basic CSR goals such as waste, usage, social, suppliers, printing etc in collaboration with each team member. Design KPI measurements to track progress. Include KPIs in monthly team meetings. 6. Source and support a third-party consultant to complete a financial audit on the Marlborough Wine & Food Festival to assist in the future direction of the event, potentially guide future financial objectives and revenue opportunities, FEB 2024 7. Identify consistent information that needs to be incorporated into event project plans, Research and implement project management software to create efficiencies, AUG 2024 8. Financial responsibilities are understood and managed appropriately following all policies and processes and using external advice when required such as Finance Committee, BDO or auditor. 9. Establish and manage Wine Marlborough Event Budgets to ensure Financial goals are achieved. ALL YEAR ROUND 10. MOUs are developed, presented to and agreed on by all committees and groups we directly manage by September 2023. 	<ol style="list-style-type: none"> 1. Support annual post-harvest wellness week, run by industry working group and in collaboration with Farmstrong 20-24 May 2024 2. Build industry profile at careers fairs by forming a pool of industry folk to speak and supporting Te Pukenga in recruitment for Marlborough. 3. Deliver Industry wine judging programme to enhance wine industry palates and to grow Marlborough Judging pool. 4. Lead collaborative project to collect data and information and share information with industry and key stakeholders, start July 2023, end June 2024. 5. Create long-term workforce development plan for the Marlborough wine sector using workforce data, driven by steering group and in collaboration with regional and national stakeholders by December 2024. 6. Test outsourcing the vintage (remuneration) survey and options for generating revenue by June 2024 7. RSLG representation of the wine and viti sector for labour and skills. 8. Support regional needs for RSE by facilitating Marlborough Labour Governance Group, ensuring all stakeholders have access to key information and develop a common understanding of key issues. Support and anticipate in relevant RSE scheme activities, including partnership with NZEE. 9. Flexibility to allow for activities that protect the wellbeing and safety of the industry - such as post vintage trucking debrief scheduled for May 23 - side event to Wellbeing week.

Stakeholder Engagement

Objective: We are a key industry connector, building reciprocal relationships, and creating value for all members.

<ol style="list-style-type: none"> 1. Continue to focus on relationship and joint activity (media hosting, committee involvement) with Destination Marlborough. Establish bi-monthly meeting to share plans and organise pre, post and out of season workshops starting from July 2023. 2. Follow the annual election process to the set dates and follow process re communications schedule from August 2023. Explore ways to streamline the process. Maintain status quo for voters database until new CRM can deliver a more accurate report. 3. Build an engagement plan to meet members and key stakeholders on their patch to learn more about their operations and needs, listening out for pain points, ideas, and ways WM can improve. Ensure team involved where possible and relevant, and follow-up is addressed and communicated. 4. Maintain a time allowance to represent winegrowers in the region e.g., hosting delegations, sharing regional presentations etc.. Share responsibility within the team to manage workload and develop capability. 5. Facilitate industry events/field days that support industry and cross-sector connection and understanding by running the Winter field day in May for our growers, with the support of the BRI and other regional stakeholders. 6. Develop Iwi relationships to understand the views of Te Tau Ihu iwi on winegrowing in Marlborough to support future discussions on resource use, people and workforce, economic development, responsible alcohol consumption and community development initiating discussions by Sept 2023 and inviting iwi for an industry famil conducted by June 2024. 7. Engage with industry and community stakeholders on key forums and activities to increase understanding of the wine industry/region and improve efficiencies throughout 2023/24. 	<ol style="list-style-type: none"> 8. Share widely the report on annual member survey and demonstrate through our annual plan how we have taken on board and will action feedback, what our reserves policy is and how we will celebrate 50-year anniversary. Share in an industry session in July 2023. 9. Refine the annual member survey to capture key (not comprehensive) information on our focus areas/activities to build on our understanding of our members' needs and how we offer value to them, and to maintain momentum and transparency on member feedback. Conduct the annual member survey by Nov 2023. 10. Strengthen relationships with key community stakeholders by participating in key forums/activities, building understanding of their interests, and creating shared initiatives and outcomes; Connect insights from groups to key stakeholders and incorporate into WM activity where in line with purpose and resourcing. 11. Effectively manage and retain 30+ Sponsorship relationships across Wine Marlborough's event. Retain/ seek out new partnerships where possible. 12. Find, select and brief a third-party sponsorship consultant to test our current sponsorship opportunities in market as well as explore an opportunity of Organisation partners MARCH 2024.
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