



oregon wine BOARD

2025-2030 OREGON WINE BOARD
STRATEGIC PLAN

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Dear Oregon Wine Colleagues,

The Oregon Wine Board of Directors and Staff are pleased to share our 2025-2030 five-year strategic plan. In December 2024, we embarked on our strategic planning journey with the launch of a comprehensive assessment of the challenges, opportunities, and needs of the wine industry. Through in-depth interviews and focus groups held across the wine regions of Oregon, we listened and dedicated time to developing a strategic plan that would direct our work in service to the Oregon wine industry.

Over the next five years, the OWB will focus on four strategic pillars that align with our imperatives of supporting the Oregon wine industry through marketing, research and education. Each of these strategic pillars is supported by a set of measurable objectives and actionable initiatives that help support our vision, mission, equity statement and values. These strategic pillars include:

1. **Marketing That Breaks Through:** Elevate Oregon wine globally through a strong brand, high-impact campaigns, and engagement across trade and consumer audiences.
2. **Research and Education that Empowers:** Equipping Oregon's wine industry with insights, data, and knowledge to navigate market trends and implement forward-thinking business strategies.
3. **Communication that Connects:** Deliver clear, credible messaging that informs, engages, and influences across audiences and channels.
4. **Operational Excellence that Delivers:** Continuously improve our service to the industry, focusing on flexibility, transparency and operational efficiency.

A guiding principle in developing the plan has been to prioritize programs and services that OWB is uniquely positioned to deliver. The strategic plan, therefore, will guide and position OWB's efforts to promote a healthy and sustainable Oregon wine industry, while continuing to enhance our capacity for delivering timely and accessible data and information in response to the needs and challenges of our winegrowers, producers, and promoters.

We view this plan as a living document – one that we will revisit annually to ensure that we are staying current with trends, opportunities, and challenges in support of the Oregon wine industry.

On behalf of the Oregon Wine Board Directors and Staff, we are grateful to all who participated in our listening sessions across the state and who have continued to engage with us throughout this process. We look forward to working with you to take the Oregon wine industry to the next level.

Sincerely,

Greg Jones, Chair, OWB Board of Directors

Gina Bianco, OWB Executive Director

Operating Principles

The 2025-2030 OWB strategic plan defines the shared vision, mission, values, and equity framework. These elements provide strategic clarity for the Oregon Wine Board and the Oregon wine community overall.

Vision

We envision a sustainable Oregon wine industry that is globally recognized for its leadership, craftsmanship, and commitment to excellence.

Mission

Empower and unite Oregon's wine community through marketing, research, and education for the advancement of our world-class wines.

Values

Stewardship

We responsibly manage resources to serve the long-term interests of the industry

Leadership

We lead with vision, courage, and a commitment to elevate Oregon wine

Integrity

We operate with honesty, transparency, and accountability

Inclusivity

We create space for all voices and value diverse perspectives

Responsiveness

We listen actively and aim to respond with urgency and purpose

Perseverance

We stay the course through challenges, always striving for progress

Equity

The Oregon Wine Board is committed to perpetuating a culture of active listening that creates opportunities for engagement ensuring our programs and resources benefit growers and producers of all sizes and regions.

We Listened and Learned

At the foundation of the 2025-2030 Oregon Wine Board Strategic Plan is the input received from Oregon's wine industry and adjacent collaborators. Over a period of three months in early 2025, our consulting team at Coraggio Group conducted 15 interviews with industry partners from regional AVA associations, tourism partners:

- Oregon Liquor and Cannabis Commission (OLCC)
- Oregon Restaurant and Lodging Association (ORLA)
- Oregon Winegrowers Association (OWA)
- Oregon Wine Council (OWC)
- Washington State Wine Commission (WSWC)
- Northwest Cider Association (NWCA)
- Representatives from the Oregon Wine Research Institute (ORWI)

In addition to in-depth interviews, the OWB and the consulting team at Coraggio Group conducted in-person listening sessions in February and March 2025 in the following regions:

- Portland following the Oregon Wine Symposium
- Columbia Gorge
- Rogue Valley
- Umpqua Valley
- Willamette Valley

Virtual listening sessions were also offered to those unable to attend in person. Each of the in-person and virtual sessions brought together wine growers, producers, and wine adjacent and tourism partners from across the state.

What We Heard

Ten key themes emerged from the listening sessions and interviews. These themes served to guide development of the Strategic Plan and represent the continuing commitment of the Oregon Wine Board to listen to the wine industry, to provide strategic leadership to help address challenges, and to create opportunities for wine businesses to flourish.

Ideas and comments that most resonated with those who participated in the listening sessions and interviews are provided as follows:

1. Strategic Leadership and Focus:

- Provide strategic leadership with a clear, long-term vision.
- Prioritize initiatives that yield measurable results, avoiding yearly shifts in direction.
- Provide metrics and realistic measures of success, which are critical for tracking progress.

2. Brand Development and Marketing:

- Strengthen Oregon's brand by differentiating it from other wine regions, such as California and Washington.
- Leverage Oregon's reputation for high-quality wines while exploring other varieties and innovative packaging formats to appeal to diverse consumer segments.
- Develop messaging that addresses anti-alcohol sentiments by showcasing wine as part of a joyful and responsible lifestyle.

3. Export and Market Expansion:

- Increase exports to global markets by leveraging federal grants, building distributor relationships, and enhancing promotional efforts.
- Focus on bringing international buyers to Oregon to boost wine country tourism and local market opportunities.

4. Consumer and Demographic Shifts:

- Adapt to the changing preferences of younger generations, who may consume less wine or prefer alternative options.
- Target marketing efforts towards attracting younger, more diverse consumers.

5. Collaboration and Inclusivity:
 - Enhance collaboration across regions, ensuring all constituents feel represented and supported.
 - Strengthen ties with tourism and foster a sense of community within the industry.
6. Education and Research:
 - Communicate and educate on research outcomes more effectively, particularly in viticulture, soil health, climate change adaptation, and business economics.
 - Provide timely and actionable educational content in support of the wine industry, such as sales, marketing, hospitality, human resources, financial planning, etc.
 - Reimagine flagship events like the Oregon Wine Symposium to attract broader audiences and foster community building.
7. Sustainability and Climate Change:
 - Address the impacts of climate change by researching resilient grape varieties and promoting sustainable practices.
 - Emphasize Oregon's environmental and sustainability credentials in marketing efforts.
8. Tourism and Events:
 - Promote wine tourism across all regions through bold and strategic activations that raise awareness and encourage visitation to Oregon wine country.
 - Consider partnerships with agritourism and culinary tourism to attract diverse visitors.
9. Equity and Workforce Challenges
 - Continue efforts to embed inclusivity and equity for all into the organization's culture and programs.
 - Support growers and producers by providing tools, resources and educational materials on issues of industry concern.
10. Operational Priorities:
 - Improve communication and accessibility of resources, such as an enhanced website and outreach initiatives.
 - Avoid over-committing to too many projects and instead focus on the most impactful initiatives.
 - Prioritize programs and services that OWB is uniquely positioned to deliver.

Areas of Strategic Focus

The OWB's Strategic Plan serves as a roadmap, guiding the organization toward its long-term vision by setting clear goals, priorities, and actions. This plan was developed with a strong focus on aligning OWB work with the needs of the Oregon wine industry. Thoughtful consideration was given to the input provided by the industry and key collaborators, resulting in a strategic direction for making informed decisions, allocating resources effectively, and measuring progress over time. By identifying both opportunities and challenges, this strategic plan ensures that the OWB remains proactive, adaptable, and focused on achieving meaningful impact in a dynamic environment.

The foundation of the plan is organized around four pillars that include strategic priorities and actions. Each strategic priority has an identified measure of success, ensuring that the plan remains actionable and provides evidence of its impact.

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Strategic Pillar 1: Marketing that Breaks Through

The Oregon Wine Board's marketing strategy over the next five years is grounded in a bold, high-impact approach to raising awareness and demand for Oregon wine. Our focus is on defining and stewarding a strong, unified brand that reflects the quality, diversity, and values of our industry. We will invest in campaigns that amplify Oregon Wine across channels, drive measurable growth in impressions and engagement, and bring our story to life through immersive consumer and trade events. We are committed to expanding media coverage, building a statewide wine tourism strategy, and ensuring inclusive representation in everything we do.

Strategic Priorities:

1. Define and steward the Oregon Wine brand strategy, evolving and cultivating its use across all communications and marketing channels
2. Develop and implement an Oregon wine tourism strategic plan
3. Bring Oregon Wine brand to consumers and trade through events

Measures of Success:

- Achieve 100 million total impressions across all OWB channels from baseline to target annually
- Achieve a campaign click-through rate of at least 2.5% targeted annually
- Increase media coverage of wine tourism (KPIs to be determined upon completion of the plan)
- Reach 5000+ attendees annually at wine events and trade shows, demonstrating YOY growth in total event exposure
- Ensure diverse representation in Oregon wine marketing materials and events
- Actively engage under-represented wine brands in OWB marketing and PR opportunities

Strategic Pillar 2: Research and Education that Empowers

In the coming five years, OWB's education and research program will focus on equipping Oregon vineyard and winery businesses with the knowledge they need to compete in a rapidly changing environment. Priorities include sourcing and sharing relevant data on consumer behavior and market dynamics, increasing the visibility of applicable research findings, and expanding the reach and impact of our industry-facing educational offerings. Additionally, we will update and promote educational content about Oregon Wine for the trade and highly engaged consumers—deepening their understanding of its distinctiveness and reinforcing its reputation in the marketplace. As a whole, OWB's research and education initiatives aim to strengthen the industry's ability to make informed decisions, build resilience, and sustain Oregon's leadership in the global wine landscape.

Strategic Priorities:

1. Provide data and resources on consumer, tourism, and marketplace trends and insights
2. Sponsor and disseminate research that supports the needs of the Oregon wine industry
3. Deliver timely educational information and tools to support vineyard and winery businesses
4. Convene members of the wine industry and educational institutions to encourage diverse talent pipeline development

Measures of Success:

- Improve industry satisfaction with how OWB makes consumer and marketplace data and insights available as measured by annual survey results (set baseline in year 1)
- Increase awareness and accessibility of research, measured by website engagement and time spent viewing research information (set baseline in 1 year)
- Increase Oregon Wine Symposium satisfaction by 10 Net Promoter Score (NPS) points year-over-year for three consecutive years
- Maintain an average 4.0 out of 5.0 satisfaction rating across all ad hoc educational offerings (e.g. workshops & webinars)
- Increase engagement with Oregon Wine education across platforms
- Attract diverse talent to the wine industry through collaboration with educational institutions to create opportunities that foster a sense of belonging and inclusivity

Strategic Pillar 3: Communication that Connects

Over the next five years, the Oregon Wine Board will lead with clarity, consistency, and credibility as the trusted voice of the Oregon wine industry. Our communications strategy will focus on three core priorities: keeping the industry informed and engaged, elevating Oregon Wine through media and trade, and educating policymakers about current

dynamics impacting the Oregon wine industry. We will deliver timely, high-performing communications that exceed engagement benchmarks, position OWB as a go-to source for industry data and insights and drive increased participation in key research initiatives. At the same time, we will grow national and international visibility through expanded media coverage, immersive trade and press experiences, and proactive outreach. By aligning our efforts across these channels, OWB will ensure Oregon Wine is not only seen and celebrated, but also understood, supported, and positioned for long-term success.

Strategic Priorities:

1. Effectively communicate with the Oregon wine industry
2. Communicate and be the trusted source of Oregon Wine industry trends
3. Strengthen and proactively engage with key media and trade

Measures of Success:

- Continuously increase industry newsletter sign-ups by 5% annually
- Outperform industry standard for open rates of 45% and industry standard click-through rates by 4% annually for all OWB communications
- Increase industry participation in OWB events, programs and activations (set baseline in year 1)
- Present on industry trends at a minimum of 10 conferences/meetings across all wine regions annually
- Increase educational touchpoints with state and local policy makers by 25% annually
- Increase participation rate in industry benchmarking surveys (e.g., Vineyard and Winery Census, Economic Impact Report, Salary Survey) by 10% year over year
- Work alongside the greater Oregon Wine industry to increase Oregon Wine total media mentions by 8% from baseline in year one, with a 2% increase year-over-year from baseline in years 2-5.

- Meet or outperform industry standard response rate of 2% for media placements from baseline of targeted media outlets (year 1 is baseline, year 2-3 measurable increase)
- Facilitate at least 1 familiarization tour annually with key wine and lifestyle media and/or high value influencers for immersive exposure to Oregon wines, growers, producers and culture
- Facilitate up to 2 familiarization tours annually with key international wine trade to promote Oregon wine

Strategic Pillar 4: Operational Excellence that Delivers

In line with our commitment to responsibly managing resources and supporting the long-term success of the Oregon wine industry, the OWB continues to seek ways to assist winegrowers and winemakers. We recognize the challenges posed by current economic and cultural shifts and are dedicated to continuous improvement in how we serve the industry. At the same time, we are dedicated to maintaining a strong, flexible organization grounded in transparent, well-documented processes across fiscal, operational, and human resource management.

Strategic Priorities:

1. Strengthen and sustain a culture of continuous improvement
2. Actively seek to better understand our audiences

Measures of Success:

- Increase industry satisfaction (Net Promoter Score) by 5 points year over year.
- Implement a customer relationship management (CRM) system that meets OWB, industry, and consumer needs
- Research and create an annual process to track Oregon grape plantings

The Oregon Wine Board Scope of Work

The Oregon Wine Board is tasked with promoting the Oregon Wine brand, funding research, and developing and offering educational content that elevates Oregon's wine industry, as follows:

Improve and promote the Oregon wine brand on a global stage.

Define the Oregon wine brand and provide opportunities for producers and growers to increase exposure to wine consumers and trade, regionally, nationally and internationally.

Expand our sphere of influence by growing and fostering key relationships

Collaborate with wine adjacent businesses, including tourism marketing organizations, restaurant and lodging businesses and wine retail establishments.

Educate policymakers on the economic and cultural value as well as the challenges of the Oregon wine industry.

Fund and promote research and education in support of the Oregon wine industry

Using input from the Oregon wine industry, establish priorities for research grants and content for timely educational programming that addresses the needs of the industry.

Expand opportunities to foster collaboration

Work in collaboration with regional wine associations, tourism organizations, and other key stakeholders to leverage resources, thought leadership, and create efficiencies that uplift Oregon wine.

Lead the Industry

Be leaders for the Oregon wine industry, proactively assessing and communicating industry trends, insights, and critical challenges affecting Oregon wine.

Executing the Plan

We appreciate all of the input we receive and remain committed to evaluating how best to incorporate emerging priorities into our future planning. The OWB Strategic Plan is a living document to be reviewed annually to ensure it aligns with evolving industry trends.

Outside the Oregon Wine Board Scope

Through our listening sessions, we also received input on expectations that fall outside of the scope of the Oregon Wine Board. By statute, the OWB must refrain from the following:

Lobbying Activity

In Oregon, this work is supported by the Oregon Winegrowers Association and the Oregon Wine Council. Wine America serves as the lobbying organization for wine on the national level.

Wine Business Activities

The OWB may present wine businesses with information and opportunities to support their decision-making processes, but we will not broker transactions, sell wine or engage in any operational and business consulting activities.

Wine Quality Assessments

While OWB funds research, which may focus on innovations that drive improvements in growing and making wine in support of elevating wine quality, OWB does not engage directly in activities that assess the quality of Oregon wines, such as hosting technical tastings, for example.

Regulatory Activity

The OWB is not a regulatory organization and therefore does not engage in regulatory activity.

Acknowledgements

OWB would like to thank the Oregon wine industry for their contributions to the strategic planning process. Your insights, input and collaboration during the interviews and listening sessions were invaluable. This plan would not be possible without your support throughout this process and your commitment to advancing the Oregon wine industry.

We also want to acknowledge the significant time commitment and engagement of the OWB Board of Directors. They thoughtfully provided input and direction during the strategic planning process and were strong advocates for addressing the current challenges and future needs of the Oregon wine industry.

2025 OWB Board of Directors

Greg Jones
Abacela Winery
AVA | Umpqua Valley

Austin Kraemer
Kraemer Family Farms
AVA | Willamette Valley

Tiquette Bramlett
Henderson Ave Wines
AVA | Willamette Valley

Robert Moshier
NW Wine Company
AVA | Willamette Valley

Gary Mortensen
Stoller Wine Group
AVA | Willamette Valley

Anna Maria Ponzi
Laurelwood Vineyard
Management
AVA | Willamette Valley

Cristina Gonzales
Gonzales Wine Company
AVA | Willamette Valley/Portland

Adam Ramirez
Sixmile Canyon
Vineyards
AVA | Columbia Valley

Dionne Irvine
Irvine & Roberts Vineyards
AVA | Rogue Valley

To the OWB Team, your expertise, dedication, contributions, and patience during the strategic planning process has been inspiring. This plan is now the North star that will guide and empowering us, uniting the Oregon wine industry for success, now and into the future.

The Oregon Wine Board Team

Gina Bianco

Executive Director

Sally Crawford

Chief Financial Officer

Carissa Cook

Marketing Director

Ben Engel

Public Relations Manager

Stacey Kohler

Executive Assistant

Jess Willey

Research & Education Director

We also acknowledge the work of our consulting team at Coraggio Group whose steadfast involvement and commitment has been integral to the development of our strategic plan.

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