



Shaping Brand Architecture for Strategic Success

Eugenia Keegan | Brian Sypher | Chris Cullina



## Shaping Brand Architecture for Strategic Success | Overview

### THE IMPORTANCE OF ARCHITECTURE

- Resolves Brand issues to maximize value through all tiers of wine in the portfolio
- Demonstrates how wines within the portfolio support each other and reinforce the overall brand values of the winery
- Becomes structure to understand the winery's brand over time and its competitive landscape

### BACKGROUND PREPARATION

- Set out what's good-better-best within the portfolio
- Regularly review packaging & make updates that support valuation architecture

### THE *DO-ABLES*

- Set reasonable goals before market engagement
- Get to know the categories your wines are in
- Get to know current market conditions
- Regularly research competitive pricing

3

The Best

### Architecture Model– Sample Oregon Wine Brand

- Rarity is essential for these singular wines that are intentionally not readily available to build anticipation.
- Reliable release dates and accompanying ‘ceremony’ can help build cachet
- DTC focus can be accompanied by tactical, targeted release within wholesale market executed by winery sales personnel to lead distribution effort
- Leverage CRM tools to ensure 1/1 target account universe within the winery’s reach that informs overall production

Pinnacle and Collectible Wines



This is what you are saying to the market is your best wine

- Middle tier that may house the individual components that compose the blended Pinot Noirs in the first tier.
- Tier can be used within overall channel management strategy and can Variety can fuel DTC engagement and membership
- Typically smaller volumes of wines intended to create intentional scarcity and more variety spread across release seasons
- Limiting production to remain within release calendar to ensure smooth vintage transitions

Specialized, Differentiator Wines



typically proprietary brands, single vineyard expressions, Block /clone selections

2

The Better

- Market will associate price with quality within the architecture
- Tier can be classified in messaging with wholesalers on *volume* basis, tiered by availability to signal distribution & availability intent.
- Supports the overall winery brand with the intent is for broader distribution to introduce brand to consumers.
- Recognition in the market builds equity in the overall winery brand.

Willamette Valley Blends



typically, larger volume blend relative to the scale of wines within the overall portfolio

1

The Good



## Best Practices for Success – Brian Sypher

### Knowing The Climate

- More brands are competing for quality Distributor representation than ever, *especially from Oregon right now.*
- A recent series of large production vintages, in an environment where Distributor options are necessarily limited, and where Distributors are very time challenged, creates considerable challenges to getting attention.

### Making First Impressions

- Be organized and prepared before you reach out to anyone, with a good, clear business plan in hand (aka Chris Cullina's brand hierarchy and architecture points)
- From the opening email (recommended), demonstrate focus and sell why you deserve the Distributor's attention for mutual benefit; follow up with a phone call as well if you do not receive a response within two weeks, but email will generally be more effective
- *Find the right contacts* to reach out to within the organization, and do your homework on their portfolio, *particularly within your own competitive set*, so you know how and why your brand stands out as a consideration for them – be able to articulate this clearly and succinctly



## Best Practices for Success – Brian Sypher

- Engage by explaining why you think your brand and wines are a good fit for the Distributor’s portfolio, with sales opportunities of note, and demonstrate this.
- Explain your brand hierarchy and architecture, crisply and cleanly
- Be sure you already know and can discuss basic, broad market industry pricing realities

### Examples

- *Standard FOB pricing is 50% of the winery SRP; that with BTG pricing, bottle prices generally translate into restaurant glass prices; that internet retailers are very difficult to control so you have baked in some latitude for retail shelf price discounting, but know what your bottom line is, etc.)*
- Highlight all partnering tools you are prepared to offer as a very important part of selling yourself

### Examples

- *Noteworthy critical press*
- *Volunteering a compelling winemaker to work the market for educational events and trade lunches*
- *The ability to host an occasional sales incentive amongst their team*
- *Your ability to host trade visitors at your winery, etc.)*
- *Discuss successes you have had working with Distributors in other markets as specific examples*
- Have a list of questions ready to ask of the Distributor, once you have made your pitch to them

### Examples

- *Do they have an American Wines Brand Manager?*
- *How many sales reps do they have in the field?*
- *Do their sales managers also sell wine to Key Accounts?*
- *How well do they reach both quality on and off premise accounts in their sales mix?*
- *Do they program their sales reps to sell brands in their portfolio, and if so, how does that work?*
- *What are their plans for growth over the next 3-5 years, etc.?*

Key Points to Sell Your Brand Effectively



Questions & Answers