

What Next?

Wine business market development strategy briefing:
Identifying and scoping future opportunities for wine

Where should strategy start...

“Strategy” = Where you are now + Where you want to go + How to get there

- **Where** are we **now**?
 - Wine consumption still growing
 - Main excitement coming from emerging markets
- **Where** do we **want to go**?
 - Companies need to make their own “opportunity equation”
 - Balancing different factors to best suit their capabilities
 - See over for details
- **How** do we get there?
 - Key element = carrying all your stakeholders with you
 - . . . And not being afraid to adjust course when required

DO	DON'T
Keep “looping” = redo your strategy plans regularly	Have ambiguous goals
Understand how – and where – your organisation can be strong	Make ambitious plans and then not be willing to fund them
Get outside perspective where you can – from suppliers, customers, observers	Think all markets are the same

Some Key Quotes...

“The shift of power that has resulted from globalisation is as important almost as the industrial revolution, because it’s reversing the shift of power that took place at the time of the industrial revolution.”

- Hamish McRae, Columnist, *The Independent*

“If you know what you need to do, why aren’t you doing it?”

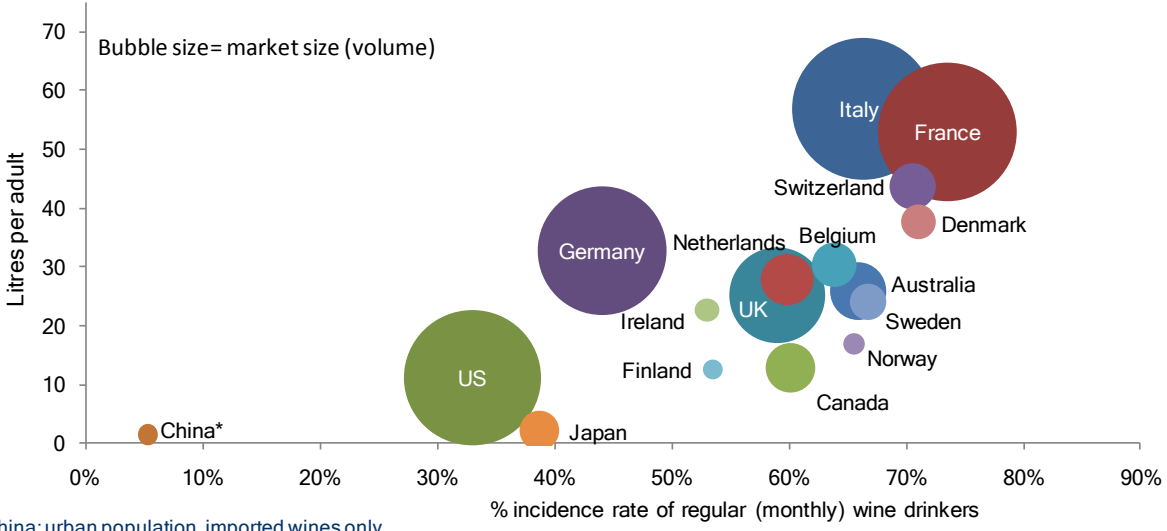
- Don Sull, Professor of Strategic Management, London Business School



What Next?

Wine business market development strategy briefing:
Identifying and scoping future opportunities for wine

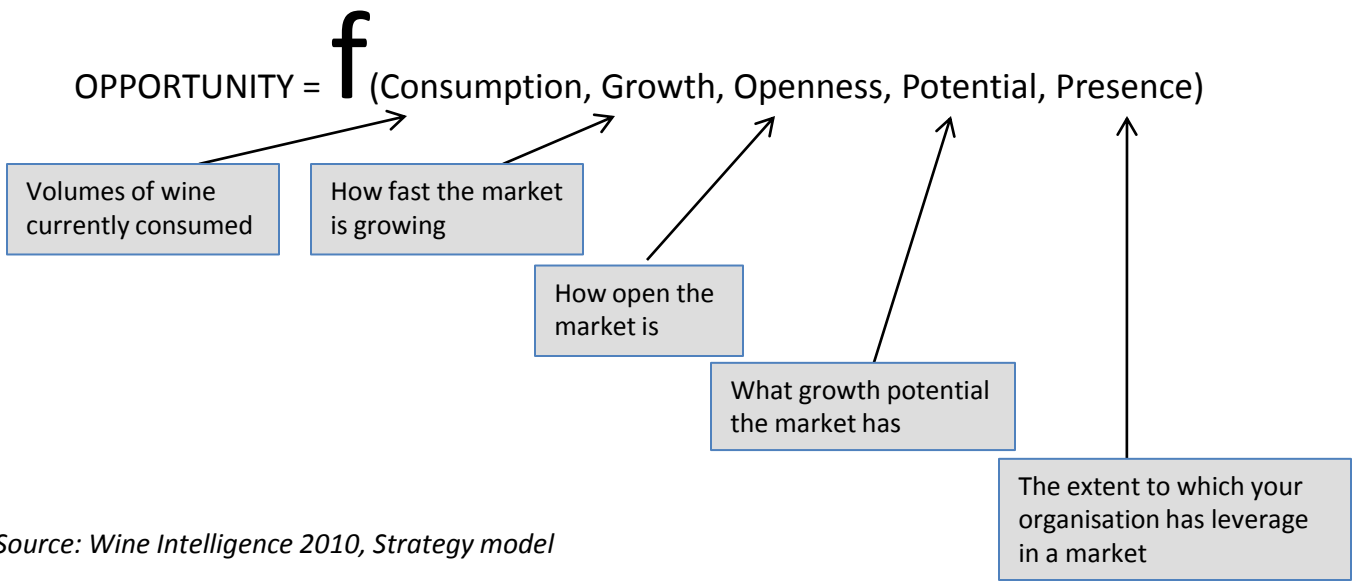
Current market overview: towards a wine globalization



* China: urban population, imported wines only

Source: Wine Intelligence 2010, Volume data from WSR 2009

Your formula for success. . . .



Source: Wine Intelligence 2010, Strategy model

Some summary points...

- Strategies should be simple enough so that everyone can understand them
- However they should also be unambiguous, achievable, and properly funded
- They should not be set in stone, because the world moves on
- Organisations need to understand where the opportunities are, and which ones best fit their capabilities

For more information about Wine Intelligence Strategy Workshops, contact brian@wineintelligence.com