

Off the Vine Marketing



R I P P E Y

Family Vineyards

**Wine Soaked
Oak Chips**



California
Elk Grove FFA
CA0069
2023



Market Analysis

Wood smoking is one of the oldest methods of cooking and preserving meat. Today, the industry continues to experience a strong consumer appetite for dried and smoked protein products. This may be fueled by consumers' growing demand for natural and healthier-for-you food options. Though many other preparation methods have come about, wood smoking has

withstood the test of time and has evolved into a staple culinary practice. It is not only about the balance of seasoning and the flavoring of the food, but also about the balance of the smoke and heat. Smoking is a precise application to impart deep flavor and bring a natural element back to cooking.¹ Rippey Family Vineyards Wine Soaked Oak Chips will continue the legacy of wood smoking in a new, 100% sustainable and unique way.

Client's Current Status in the Market

Rippey Family Vineyards is a family owned and managed collective of vineyards and wineries in Northern California. Through all facets of the wine industry, including growing and sourcing grapes, as well as wine production, Rippey continues to strive for professionalism and excellence. With over 25 years of experience utilizing the knowledge they gained working alongside some of Northern California's best winemakers, they have solidified their place in the market. With 2 organically certified wineries that process over 50,000 tons of grapes each year, sustainability and quality are at the forefront of every decision made.² In addition to producing and marketing their own wines, they also custom crush and produce wine for a wide array of wine producers in the Lodi area.

As part of the custom crush process, clients bring their grape harvest as well as all additives to be used for their wine. With the need for increased storage, quicker turnaround time and the price of wood barrels, oak wood chips have quickly become a method used of effecting aroma and color of wine by adding the chips directly to the tank of wine during fermentation. After being used the chips are considered a byproduct of the wine and disposed of.

With the increased usage of wood chips by individuals who frequently smoke meat, Rippey Family Vineyards, whose largest mission is sustainability, saw an opportunity for this byproduct - wine soaked oak chips.

Industry Trends

Wood Smoking Trends: North America has the largest smoked meat industry, accounting for about 34% of the global market share. Smoking meat is a practice growing in popularity, not only in restaurants but in households as well.³ Smoking adds flavor, tenderizes, and turns lower quality cuts of meat into a desirable meal.⁴ The smoked meat industry grew at a rate of 1.8% in the last recorded 5 year time increment.³ Additionally, between April 2020 and February 2021, more than 14 million grills and smokers were sold, a 39% increase compared to the same time period the year before.⁵ Traditional meat smoking uses wood in either pellets, chunks, or chips, the most common being oak, hickory, cherry, and apple. The Global Wood Chips Market was valued at just over \$10.2 million in 2021, and it is predicted to reach \$15.8 million by 2029.⁶

Wine Industry Trends: With 85 wineries, and more than 60 tasting rooms, Lodi knows a thing or two about wine. Welcoming more than 1 million visitors each year, Lodi, California, is a premier wine country destination. Visitors often find that the person pouring their glass is the owner or grape-grower, an experience that brings them back time and again.⁷ When looking at customers who bought wine; on average 47% of direct-to-consumer sales were derived from tasting rooms sales.⁸ When it comes to making wine, wood chips are used in wineries as a cheaper and faster method of adding oak flavor to wines. Most wineries use about 3-4 ounces of oak chips per 5 gallons of red wine and 2 ounces per 5 gallons of white wine.⁹ The oak chunks in most cases are disposed of leaving room to create a profitable option for wineries to recycle a byproduct.

Sustainability Trends: Consumers opt for sustainability, both in ethical sourcing of products as well as product usage. A recent survey of over 1,000 US adults revealed striking evidence that two-thirds (66%) are willing to pay more for sustainable products.¹⁰ Brands with more sustainable products in their lineup enjoy more loyalty from customers, with 34% coming back for more.¹⁰ Wood is 100% recyclable, however four to six million tons of wood enters the waste stream annually. Jim Donaldson, CEO of a recycling group, says "Anything we can do to encourage and enable waste wood recycling brings positive economic, social and environmental outcomes".¹¹ Following in the footsteps of companies such as Kingsford Charcoal, our product tackles this concern by recycling wood to be used as a 100% sustainable barbecue product.

Buyer Profile and Behavior

- Current wine club members who are loyal to the brand.
- People visiting Rippey Family Vineyard or attending local Lodi wine events.
- Customers frequently BBQ and serve smoked meat.
- Customers wanting to enhance the flavor of their smoked meat.
- These customers would also value sustainability in their purchasing decisions.



Adults ages
30-60 yrs



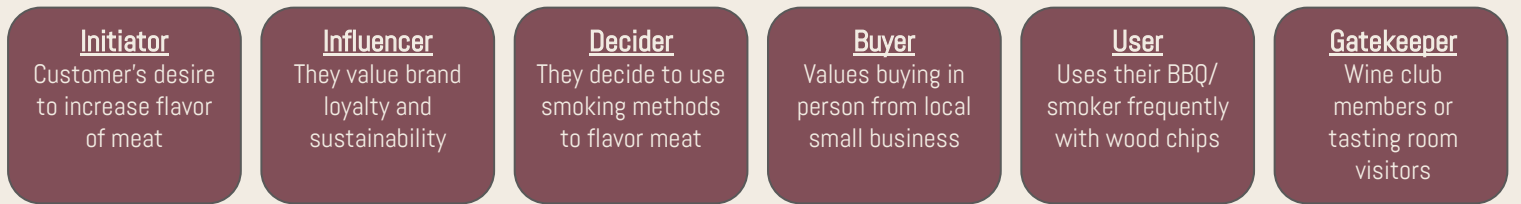
Household Income
>\$120,000/Yr.



Frequently
Smokes Meat

1. Loria, K. (11 July 2022). Top trends in the smoked meat industry. www.supermarketperimeter.com
2. Our roots (017). Rippey Family Vineyards. rippyfamilyvineyards.com
3. Smoked meats market insights and forecast to 2028. (7 Jan. 2022). Industry Research. QYR-19875346
4. Riches, D. (17 April 2023). Smoking 101: How to smoke meat. <https://www.thespruceeats.com>
5. Tracey, S. (13 July 2022). Where there's smoke, there's good eating for home cooks. www.timesunion.com
6. Global wood chips market- Industry trends and forecast to 2029. (Jun 2022). Chemical and Materials.
7. Backman, N. (n.d.). Lodi California Wine Country Destination Overview. <http://visit-lohi.s3.amazonaws.com/>
8. Franson, P. (12 May 2016). Tasting room survey discloses disparities. www.winesvinesanalytics.com
9. Oak chips. (2023) The grape and the granary. www.grapeandgranary.com
10. Majority of US consumers say they will pay more for sustainable products. (2022). Marketing and Comms, SB. www.sustainablebrands.com
11. Bradford, M. (3 Sep 2021). Making the case for a sustainable waste wood recycling industry. www.recyclingproductnews.com

Buyer Profile Continued: The majority of the customers interested in **Riphey's Wine Soaked Oak Chips** are individuals or families who enjoy smoking meat to enhance the flavor and aroma, and frequently visit the Riphey Winery tasting room or Lodi wine events. Because of the personal relationship and direct interaction that is developed through visiting wineries and small businesses, there is high customer loyalty. According to a survey, 66% of all respondents say that they consider sustainability when they make a purchase and align themselves with brands that are compatible with their values.¹⁰ Purchasing would happen through in-person sales while visiting the tasting room, primarily as a cross-sold product to the wine that is already being purchased. Based on survey results 83% of Riphey's current wine club members would be interested in purchasing the chips as an add-on to their wine.¹²



Competitors SWOT Analysis

Riphey Family Vineyards is entering the smoked meat market with numerous capable competitors, but has a unique opportunity to bring a sustainable option to the market with a loyal customer base. Riphey Vineyards is rooted in customer loyalty and has curated a dedicated customer base. It already brings high quality product, and with the addition of this product, will continue to provide professionalism and increased sustainability. There are a few direct and indirect competitors. Direct competitor: Mr. Bar-B-Q and Susie Q's which sell a wine soaked chip option as well, and indirect competitor: Weber, which is a larger retailer that sells wood chips with no wine option.

Company	Strengths	Weaknesses	Opportunities	Threats
	-Available at common retailers -Re-sealable bag -Brand affiliation	-High price point (\$18.71/lb) -Lack of reviews -No direct online sales available -High carbon footprint (not local)	-Product variety expansion -Direct website sales	-Competition is increasing -Longevity of product availability
	-Resealable packaging -Online sales -Uses recycled wine barrels	-New to wood chip market -High price point (\$12.24/2lb) -Non-sustainable process -Limited flavor options	-Increase in social media marketing -Growth in customer feedback -More flavors	-Competition is increasing -Longevity of product availability
	-Well known and trusted brand -Positive customer reviews -Sold at many large retailers -Low price point (\$2.34/lb)	-Doesn't specialize in wood chips -Non-resealable packaging -Lack of small business sustainability -High carbon footprint (not local)	-Increase in sustainable practices	-Longevity of product availability -Uncertainty of sustainability -Competition is increasing

Riphey Family SWOT Analysis



Strengths	Weaknesses	Opportunities	Threats
-4th generation family business -Loyal and supportive customers -Provides added flavor from wood and wine varieties -100% sustainable (reusing waste products)	-Limited brand recognition -Few retailers -Small market presence	-Large established potential customer base through Lodi wine industry -Social media marketing to expand publicity -Retail expansion -Offer pelleted version	-Longevity of product availability -Competition in the market -Similar business models & objectives

12. Morrow, G. (2023) Marketing Plan Survey; Riphey Family Wine Soaked Oak Chips.
<https://docs.google.com/forms/d/e/1FAIpQLSfuPJHvpBCZTnRK7hi8xe3LIVqzeCJq4WUDs8ZAV00wUQkV>

Primary Research Results

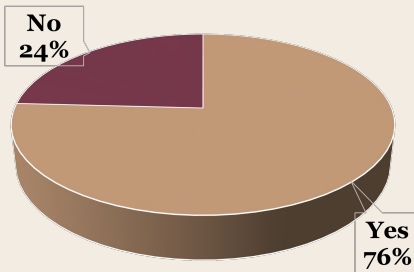
To effectively market this product, an online survey was distributed for 2 weeks to 178 Lodi wine country locals and current Rippey Wine Club members/customers. The survey consisted of demographic and interest questions to further characterize the target market. Through both this survey and intensive industry research, Off the Vine Marketing was able to determine the target market, product diversification options and price margin for the product.

Survey results showed:¹²

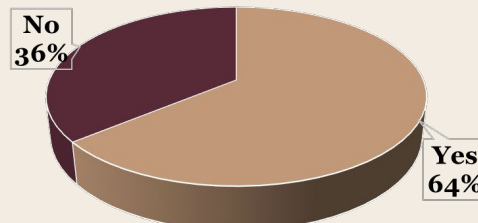
- 93.3% of respondents already own a BBQ.
- 61.2% are actively BBQing/smoking, 2+ times/week.
- 64% of respondents are currently using smoking chips in their BBQs.
- 75.8% were highly interested in purchasing and using the oak chips.
- 88.2% of respondents already visit a tasting room 4+ times a year.
- 73.6% would also be interested in a pelleted version of this product.

Industry research showed:⁷

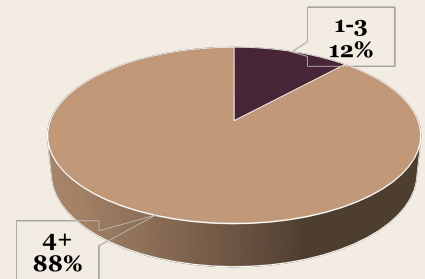
- Rippey Vineyards currently has 400 wine club members.
- Tasting rooms in the Lodi area average 500 visitors per month during peak season.
- Of people who visit a tasting room, 42% of people make a purchase.



Interest in Purchasing



Use of smoke chips
in your BBQ



Visits to a tasting
room per year

Focus Group

Our focus group, was conducted over a two day period at Rippey Family Vineyards by Off the Vine Marketing. Fifty of the longest standing club members were invited to attend. Members were given an explanation of the product and pricing structure, shown the packing which included all labels, and given samples of meat smoked with the chips. Members were asked to complete the questionnaire provided, which included scoring and feedback. Off the Vine Marketing recorded comments made by the focus group participants. Respondents gave the product highly satisfied reviews, indicating their smoked meats tasted great and were still juicy. They indicated that they would recommend Rippey Wine Soaked Oak Chips to friends and family. It was described by tasters as having a smoky flavor with equal parts sweetness and spiciness with distinct wine undertones. Quoted respondents said, "It's like pairing your wine with your meat from the BBQ to the table," and "Where there is smoke, there's flavor, and this tastes great." They expressed an interest in trying wine soaked chips and agreed that \$7.50 was a reasonable price point for a 2 pound bag.

Rippey Wine Club Member

- 36 years old
- Income: \$88,000
- Lodi, CA
- Prioritizes sustainability & buying local
- Enjoys BBQing & smoking for family & friends



Business Proposal

Mission Statement

Rippey Family Vineyards, as good stewards of the land, is proudly committed to nurturing relationships, and improving sustainability with premium quality products one crush at a time.

Key Planning Assumptions

1. **Consumers prioritize sustainability over price when making purchasing decisions.** Validation: Secondary Research ~ In a recent study, 75% of consumers surveyed are concerned about the environmental impacts of the products they buy.¹⁰
2. **Customers want to purchase local products from small businesses, so advertising these two factors increases customer connection and support.** Validation: Secondary Research ~ 82% of consumers currently shop local businesses.¹³
3. **Consumers value natural and healthy food options at home, without sacrificing quality and taste.** Validation: Secondary Research ~ 63% of consumers want to eat healthy most of the time and are willing to pay more for it.¹⁴
4. **Within the target market there is a growing demand in BBQing & smoking meat.** Validation: Primary Research ~ 61.2% of respondents are actively BBQing or smoking regularly each week.¹² Secondary Research ~ 60% of households own a BBQ and 68% are grilling on a regular basis in all but winter months.¹⁵
5. **Customers are more likely to purchase from brands they are loyal with in cross-sold products.** Validation: Primary Research ~ 76% of respondents expressed an interest in purchasing the product.¹² Secondary Research ~ 67% of repeat customers are purchasing more over time and likely trust you enough to purchase secondary products offered.¹⁶

13. Lesonsky, R. (29 April 2022). What do customers want from local businesses? www.score.org

14. Wiley, C. (4 March 2019). Consumers say they want to eat healthy. <https://foodindustryexecutive.com/>

15. BBQ and grill statistics for 2022. (2022). Traeger. <https://www.traeger.com/>

16. Returning customers spend 67% more than new customers. (21 Feb 2023). Business. www.business.com

Goal Setting

Goals	Year 1 2024	Year 2 2025	Year 3 2026	Evaluation
In-Person Purchase	2,903 bags	9,408 bags	10,348 bags	Retail Sales Summary
Subscription Purchase (Wine Club)	1,200 bags	1,595 bags	1,671 bags	Wine-club Sales Summary
Online Sales	n/a	1,317 bags	1,449 bags	Online Sales Summary
Total Sales Value	\$30,777	\$92,400	\$101,010	Revenue

Short term goals were developed based on Rippey Winery having an established loyal customer base and wine club members. With this being a companion product to tastings, wine, and subscriptions, marketing to current customers in the tasting room and current wine club subscription members will be the primary focus for year 1 as we establish our market validation and solidify our price point. In year 2, the focus will switch to reaching new customers through the wine industry events local to Lodi (see promotion) and adding an online option for ease of repeat purchasing. By year 2, the goal would be to sell an additional 14.6% online. In year 3, sales are projected to increase through additional marketing efforts and repeat purchases.

Long Term Goal: This product provides opportunity for scalable adoption through expansion to a pelleted version of the product¹² and wholesale availability. Therefore, we have created the following long term goal: Create and market additional product options, including but not limited to, a pelleted version of the product and research the potential to add a wholesale option for retailers like Cabellas, Bass Pro and Ace Hardware.

Target Market

Primary Market: Individuals or families with a yearly income of \$120,000+ who are existing Rippey Family customers, or frequent wine events, who actively engage in social media and are looking for a value-added product to enhance their smoking meat products and to elevate their wine experience.

Secondary Market: Individuals or families who are looking to enhance their smoking experience through a sustainable small business product.

Strategies & Action Plan

Place

Rippey Family Vineyards already has a well-established tasting room, where customers come regularly. Year 1 will focus on selling the product in-person as a cross-sold product to the already successful wine in the tasting room. Additionally, wine club members will have the option to add on the product to their subscriptions or add while at location for pick-up. In year 2 we will strengthen channel development by diversifying sales opportunities. In the second year, sales will expand to wine events in the local area through in-person sales, and an option for online sales will be added to the website to reach customers that come from these outside events.

Product

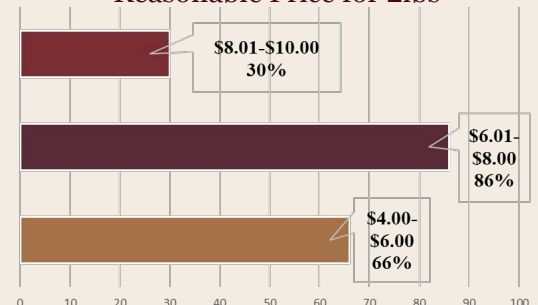
Rippey Family Vineyards Wine Soaked Oak Chips will utilize the oak wood used in the manufacturing of wine to create 100% sustainable smoking chips. Wood chips, after being used by the winery will be placed in wooden boxes to dry and then packaged in 2 pound resealable bags that will be made out of stand up kraft pouch bags with a transparent window for easy viewing of the product. The label will contain the new logo created by Off the Vine Marketing along with a sticker of the corresponding wine variety and "100% sustainable." A second label on the back of the bag will contain information including step by step instructions on how to rehydrate the chips before using, amount of chips needed, and approximate wood chip smoking times. Additionally, the back label will contain a QR code linking to the website for purchasing, a recipe blog, and information on the product.



Price

Input costs of this product include: packaging material and labor, which totals \$1.12. Since the wine chips are a byproduct from wine production there is no material cost. Our research on similar products indicated that the price of the wood chips should be \$7.50/2 pound bag. These prices make Rippey Family Vineyard competitive in the wood chip market while still making a large profit. Our survey indicated 64% of our respondents were willing to pay this price.¹² The company has a wine club where members receive exclusive discounts; these members will pay \$6.00/2 pound bag, which reflects the 20% wine club member discount. The focus group results aligned well with these pricing recommendations for retail and wine club member pricing. After covering operational costs this price point will still turn a 400% or greater profit per bag. Having a high point of margin allows for price flexibility if necessary.

Reasonable Price for 2lbs



Promotion

Current promotion for Rippey Family Vineyards includes regular Facebook posts as well as minimal Instagram postings. Discounts for wine club members are present, and currently mildly marketed. Promotion may be increased by more social media engagement, expanding community presence, and further publicizing discount opportunities.

Short Term	Promotional Strategies Aligned with Goals
In-person sales 22,659 bags sold by year 3	A Tasting Room Display will be in the tasting room with a large logo and QR code on display for visitors to see and encourage purchase. Additionally, a Point of purchase display will be on the counter at the register to encourage purchase as a companion product to the wine. <u>Validation:</u> Lodi wineries average more than 1 million visitors each year.⁷ <u>Benchmark:</u> 42% of tasting room visitors purchase and 75% of those would purchase both varieties. A Launch Party for the release of the product will happen in conjunction with a wine release party at the winery and will allow for current and loyal customers to be introduced to the new product. <u>Validation:</u> 67% of repeat customers are purchasing more over time and likely trust you enough to purchase secondary products offered.¹⁶ <u>Benchmark:</u> 257 bags sold at event. In-Person Promotional Social Engagements: The Lodi Winegrape Commission hosts events throughout the year to encourage locals and visitors to Lodi to celebrate and experience wineries of the area. Rippey Family Vineyards is already a member of the association and is provided a spot for events. Rippey Wine Soaked Oak Chips will now be available to experience during Wine and Chocolate, The Wine Experience, Wicked Wine Stroll, and The Wine Festival. Meat that was smoked using the wood chips will be available for customers to taste, and bags will be available to purchase at these events or online. <u>Validation:</u> 69% were more likely to buy a food product after sampling it.¹⁷ <u>Benchmark:</u> 42% of customers that attend events purchase the product. A Special Discount Code for the first 6 months of product launch will create a penetration price point for first time customers. All tasting room purchases will receive 10% off their purchase price. Information of the discount will be sent via email and publicized during the launch party and in the tasting room as "Special Launch Pricing." <u>Validation:</u> 85% of customers are more likely to purchase a new product if they have a discount.¹⁸
Wine club members orders total 1,200 in year 1	Special Wine Club Exclusive Events will happen at the winery quarterly during the release parties for wine club members. In addition to tasting wine, meat that was smoked using the chips will be offered for tasting during the events, with promotions to purchase the chips as an add-on to their membership. <u>Validation:</u> Brand loyalty drives 80% of purchasing behavior.¹⁹ <u>Benchmark:</u> 25% increase in member purchases by year 2.
Social media engagement of 1% by year 3	Social Media Advertising will utilize the existing established Instagram and Facebook accounts and creating a Tik Tok account to highlight the new product, which will reach the current target market. Ads will target people who have liked posts or followed groups that pertain to wine tasting, smoking meat, and sustainability. Posts will include a link to the website for more information and purchasing (year 2). <u>Validation:</u> 81% of people use Instagram to research products.²⁰ <u>Benchmark:</u> 1% engagement by year 3. Social Influencers will be sent a product sample to use and share their experiences with the product on social media. Again reaching the target market through personal experience of trusted influencers. <u>Validation:</u> 31% of social media users prefer to find out about new products through an influencer they follow.²⁰ A Monthly Recipe Challenge will take place on social media each month. Using the hashtag #RippeyRecipe customers will show off their uses of the product in their best recipes and encourage other members to share their product experience and the recipes used. Each month one winner will be chosen for the challenge to receive a free bag of oak chips. <u>Validation:</u> 70% of people who had positive interactions on social media, recommend that business.²⁰ <u>Benchmark:</u> 1% engagement by year 3.
Online sales total 2,766 by year 3	Emails will be sent to current wine club members and anyone on the Rippey Vineyards email list. These emails will send updates about production, recipes, campaigns, updates about the business, trends in the industry, or upcoming winery events. Additionally, emails will allow for customers to click the link to purchase (year 2). Emails are collected through the website, tasting room or at promotional events. <u>Validation:</u> 60% of customers make purchases based on emails received.²¹ <u>Benchmark:</u> 525 email subscribers by year 3 (5% of customers). QR codes will be placed on the back of the bags for a direct link to the website to purchase additional bags once the online store is established. They will also be printed for display at events to allow for direct purchasing. <u>Validation:</u> QR code usage increased by 96% in the last 2 years.²² <u>Benchmark:</u> 14.6% increase in online sales.
Long Term	Create and market additional product options, including but not limited to, a pelleted version of the product and research the option for wholesale distribution to retailers like Cabellas, Bass Pro and Ace Hardware .
	All promotional strategies help to accomplish the long term goal. Off the Vine Marketing will annually review success of marketing strategies to ensure progress toward long term goal.

17. In-Store Food Samples Poised for a comeback. (11 June, 2021). The Harris Poll. <https://theharrispoll.com/briefs/grocery-store-free-samples/>
18. Vishal, D. (4 Jan 2023). 10 Coupon statistics you need to know. <http://meetanshi.com/blog/coupon-statistics>
19. Ward, M. (6 Feb 2023). 32 customer loyalty statistics you need to know in 2023. <https://www.stampme.com/blog/customer-loyalty-stats>
20. Social media marketing for businesses. (n.d.) Word Stream. <https://www.wordstream.com/social-media-marketing>
21. Pinkham, R. (24 April 2023). Benefits of email marketing for small business. <https://www.constantcontact.com>
22. Bean, J. (21 Oct. 2021). QR codes are providing customers with convenience and businesses with data. Forbes. <https://www.forbes.com>

Position

Rippey Family Vineyards has an established loyal customer base. This value-added product will transition itself smoothly as it continues to speak to the companies dedication to providing premium, high-quality sustainable products to its customer base. Rippey's Wine Soaked Oak Chips will be positioned as a sustainable product, revitalizing a previous waste product from the wine making process. Our clientele will be visitors to Rippey Vineyards tasting room, through walk-in customers and wine event participants. Current wine club members will be given the opportunity to add these chips to their quarterly subscription.



Budget

Sales projections were based on the understanding that there is already a strong current loyal customer base at Rippey Family Vineyards, where current wine club members expressed a strong desire to purchase this new companion product as part of their subscription plan as well as the uptrending projections for smoked meats.^{6,12} With customers strong desires for a sustainable product and the rise of purchasing from small family farms we planned for an aggressive roll out of the product from year 1 to year 2 as you take the product to the wine events you already attend with your wines.^{10,12} As a companion product you will have a distinct advantage with your product. When looking at your ROI, year one 180% to year three 238%, these large numbers are a direct correlation to the fact that your product was once a winery waste product and therefore very little cost must be put into the product itself before marketing it for sale, and yet at \$7.50/bag you are still at a competitive price point.

Sales Projections

Unit Sales	Year 1 2024	Year 2 2025	Year 3 2026
In-Person Purchase	2,903 bags	9,408 bags	10,348 bags
Subscription Purchase	1,200 bags	1,595 bags	1,671 bags
Online Sales	n/a	1,317 bags	1,449 bags

Pro – Forma Income Statement	2024	2025	2026
REVENUE			
In-Person Purchase	\$ 21,773	\$ 70,560	\$ 77,610
Subscription Purchase (Wine Club Members)	\$ 9,000	\$ 11,963	\$ 12,533
Online Sales	n/a	\$ 9,878	\$ 10,868
GROSS SALES	\$ 30,773	\$ 92,400	\$ 101,010
General Expenses	2024	2025	2026
Wine Club Member Discount	\$ 1,800	\$ 2,393	\$ 2,507
Launch Discount	\$1,271	n/a	n/a
Credit Card Sales Expenses (3%)	\$216	\$583	\$ 627
Cost of Goods \$1.12	\$ 4,595	\$ 13,798	\$ 15,084
TOTAL OPERATING EXPENSES	\$ 7,882	\$ 16,774	\$ 18,217

Marketing Expenses	2024	2025	2026
Display @ Winery / POP Display (including labor)	\$1010		
Pop-Up Banner		\$250	
Logo Table Cloth		\$163	
Social Media Influencer Product Giveaway		\$22	\$67
Labor for Event Tasting	\$1,600	\$3,200	\$3,200
Consumable Event Tasting Material	\$389	\$1,961	\$1,966
Social Media Advertising Cost	\$1,539	\$4,620	\$5,051
Digital Marketing Cost		\$230	\$230
Misc. Marketing Effort	\$496	\$744	\$992
TOTAL MARKETING EXPENSES	\$5,034	\$11,190	\$11,506
TOTAL EXPENSES	\$12,916	\$ 27,964	\$ 29,724
NET PROFIT	\$ 17,856	\$ 64,436	\$ 71,286
ROI	138%	230%	240%

Evaluation

Each promotional activity will be measured against the benchmark listed in promotion for success or re-evaluation. Off the Vine Marketing suggests eliminating or decreasing spending on promotional strategies that are not being met and focusing on promotional strategies that are successful. Additionally, having a point of high margin provides flexibility of pricing and/or offering discounts if the set goals are not being met across all sales channels.

Goals	In-person Sales	Event Sales	Online Sales	ROI
Measurement tool:	Tasting room sales reports	Event sales summary	Website analytics	Income statement
If goal is exceeded:	Consider moving to event sales in year 1 and/or consider expansion to long term goals sooner.	Increase the number of events per year.	Consider expanding into new product options and retail sooner.	Adding new marketing strategies for a secondary target market.
If goal is not met:	Offer bundle discount with wine purchases and consider a lower price point.	Re-evaluate the targeted events and determine quality.	Move away from online and focus on in-person, or offer potential discounts.	Determine which promotional benchmarks are not being met and eliminate those strategies.