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Executive Summary

Fertile Roots
While many may turn to thoughts of California when thinking about wine production in the U.S., over the past sixty years, the state of Oregon has earned a place on the international wine map. As the third largest grape growing region in the U.S., Oregon boasts 463 wineries, contributes $2.7 billion to the state’s economy, provides 13,500 jobs, and is a key component of the state’s $8 billion tourism industry.

Aside from the unique flavors of the state’s flagship varietals: Pinot Noir and Pinot Gris, what also differentiates Oregon, according to Oregon Wine Industry magazine, is its commitment to sustainable wine farming. Compared to California’s 12 percent, nearly half of Oregon’s vineyards are sustainably farmed and certified by one of several third-party independent organizations. A major player in this arena is A to Z Wineworks.

Smooth Blend
Founded in 2002 by four friends, A to Z quickly became the largest and fastest growing winery in Oregon. A to Z uses grapes sourced from a variety of vineyards, blended together to create a wine that is the “essence of Oregon.” Currently ranked the number two Oregon wine brand, A to Z emphasizes that it offers high quality wine for the best value, while its easy-to-use screw cap makes it an everyday, everywhere wine.

Robust Finish
Recently certified as a benefit corporation, or B Corp, A to Z is planting a flag in the wine industry as the only winery to meet the standards needed to achieve certification. By focusing on not only sustainability, but issues of social justice, equality and community engagement, A to Z is at an inflection point; poised to become a national, and even global leader in socially responsible winemaking and business practices all while maintaining great taste for a great value.
Section I  Brand and Market Analysis

A to Z Wineworks is a privately held company founded in 2002 by four friends and veterans of the Oregon wine industry: husband and wife Deb and Bill Hatcher, Sam Tannahill, and Cheryl Francis. In 2006 they partnered with San Antonio Spurs coach Gregg Popovich to acquire REX HILL Vineyards. Brand identities were kept separate to capture unique market share.⁴

Nestled in the town of Newberg within Oregon’s Willamette Valley, A to Z is both the largest winery in Oregon and the fastest growing.⁵ Unlike other wineries that have followed more traditional paths to winemaking by planting their own vineyards, A to Z contracts with about 75 undisclosed Oregon vineyards that are known for good quality wines, and blends their finished wines which results in “a new wine at a value price that is - in essence - greater than the sum of its parts.”⁶
Market research showed Pinot Noir and Pinot Gris from the Willamette Valley region would be their strongest product opportunity, though A to Z also produces Chardonnay, Riesling, and Rosé. According to an early A to Z blog post, the company chose an “inverted market strategy”, relying heavily on distributors to develop national markets before developing the market in Oregon. When considering international distribution opportunities, A to Z only enters markets that it can compete in without a “direct and costly presence”. According to Co-owner Deb Hatcher, collectively, Oregon wineries sell an average of 42 percent of their wines in Oregon, however A to Z only sells about 8 percent of their wines locally. The winery prefers good saturation across the country with many points of distribution rather than relying on fewer big customers. With a staff of 47 and distribution in all 50 states and across 16 countries, A to Z has realized a growth rate of 22.4 percent (1 year), earning $26.3 million in 2013.

**Sustainability and Social Impact**

A to Z’s commitment to excellence and value is matched by their commitment to sustainability, not only in farming, but also as a core component of their business culture. This is exemplified in their employment of two viticulturists who work with all contract growers to improve their farming techniques and sustainability practices. With A to Z’s mandate that all contracted growers certify as sustainable within three years of partnership, the viticulturists’ major areas of focus are preparing those growers for biodynamic certifications and the L.I.V.E. (Low Input Viticulture and Enecology) certification. A to Z also participated in Oregon’s Carbon Neutral Challenge, putting them on the path to being a certified carbon neutral business. As sustainable practices are somewhat of a norm amongst Oregon wineries, this element of A to Z's brand may not be a key differentiator.
What does set them apart is their most recent certification. In September 2014, A to Z joined 47 other businesses in Oregon to become a certified benefit corporation, or B Corp, giving them the prestige of being the first and only winery in the world to earn this distinction. While the voluntary certification includes rigorous standards for environmental performance, it takes a more holistic approach compared to other sustainability certifications because it also includes social and economic performance. In particular, A to Z was acknowledged for “having a high level of female management and ownership, paying workers above living wage, and giving back to the community.” For the owners, the certification demonstrates the power of business to make a positive impact by showing that the bigger they get the more good they can do. Their public commitment to “creating a business culture that takes care of the land and the people who tend it” also earned them the number four spot on The Oregonian’s top small business workplaces in Oregon, and Best in Category for Top Leadership – an honor awarded solely from employee feedback.

**Positioning**

While the brand has an authentic commitment to environmental and social impact, their commitment to providing ‘consistent delivery of high quality for the best value’ takes center stage in their positioning within the national marketplace. In a *Northwest-Wine* article Co-owner Bill Hatcher highlights that becoming Oregon’s leading high-quality value brand was the company’s primary objective. This has become the essence of A to Z’s brand and is appropriately emulated in their trademarked slogans: “Aristocratic Wines at Democratic Prices” and “The Essence of Oregon.” That commitment has earned the winery dozens of awards with designations such as “100 Top Values of the Year,” “Best Buy,” “Best Value,” “Best of Class,” and “The Most Wine for the Money.”

A to Z secured this position by differentiating themselves from both the higher priced single-vineyard wines as well as the ‘Two Buck Chucks’ (low quality, low cost). Co-owner Deb Hatcher highlights that when the winery entered the market in 2002 there wasn’t another quality Pinot Noir under $20 in the world. Two years later, thanks to the 2004 movie *Sideways*, Americans discovered and fell in love with Pinot Noir. Though the category has become crowded, A to Z’s timing for entering the market provided a head start, particularly with a tight supply of Oregon fruit at the time. Changes in the market also contributed to the success of the winery’s positioning.
in its home state. Between 2005 and 2010, not only did wine sales grow in the U.S., but Oregon specifically realized a steady “premiumisation” in which consumers began spending more per bottle.22 With an average price point that was right at $19 a bottle, and the right timing, A to Z has put itself in a prime situation to actualize it’s positioning objective.

**Competitors**

A to Z’s biggest competitors in Oregon are King Estate’s Winery – Acrobat wines – and Erath Winery. Both wineries offer products in the great quality, great value category. The real competition is from California, specifically with Meiomi Wines who reduced its Pinot Noir pricing by a third in 2013, resulting in the winery’s ownership of the around $20 category.23

Founded in 1991, King Estate Winery is an organic winery located southwest of Eugene, Oregon.24 Topping the list in production volume, King Estate produces over 346,000 cases of wine each year. In 2005, King Estate was recognized by Oregon Tilth, one of the most rigorous and stringent certifying bodies in the United States, as the organic producer of the year.25

Acrobat Pinot Noir, with grapes from King Estate vineyards and other sustainably farmed vineyards throughout Western Oregon, sells for under $20. King Estate Pinot Gris was the number one ranked domestic wine in the Pinot Gris / Pinot Grigio category. This was the highest rank for an Oregon producer in the 18-year history of the Wine & Spirits magazine 2007 annual restaurant poll.26

Erath Winery, founded in 1972, produces more than 140,000 cases of wine per year and distributes wine nationwide.27 The brand focuses much of their brand story on the winemaker, Gary Horner. Erath states the goal for its Oregon Pinot Noir label is sell the best “ready to drink, or everyday drinking” Pinot Noir in the world for under $20.28

According to Oregon Wine Press, 2013 was first time that A to Z beat King Estate as the number one Oregon winery in production, bumping King Estate down to second place. Erath came in fifth place that year. For brand, King Estate maintained its spot as the number one brand with A to Z following second, and Erath third.29

The last two years have been high-growth years for A to Z and King Estate. Since 2012, A to Z has expanded sales by 149.8% and King Estate by 49.5%.30
Brand Identity

Brand Name: While somewhat esoteric, the name A to Z came from the fact that in the beginning, the winery did not know if its grapes would come from Winery A, Winery B or Winery Z. The name was established to suggest that the wines “come from many different sources to embody the essence or Oregon rather than reflecting a specific single vineyard – or rather, an A to Z style.”

Logo/Typeface: The A to Z logo is simple and casual yet with an essence of elegance, suggesting quality while being welcoming and unpretentious.

Product Names: A recent trend amongst wineries is the unconventional naming of their wines (i.e. Dracula’s Blood, Layer Cake, Jam Jar). A to Z wines however, are simply named by the type of wine: Chardonnay, Pinot Gris, Riesling, Rosé, or Pinot Noir. Craig Silver of Forbes Magazine suggests that the trend in creative naming is likely a tactic for garnering attention in a crowded marketplace but notes that the unconventionality is usually found amongst the inexpensive wines. A to Z likely did not follow this trend due to their desire to maintain a brand image as a high quality wine.

Labels: The simplicity of their brand identity is carried into their labels, which are consistently made of solely a solid color (a different color per vintage), the A to Z logo, and product name. The consistency in their labels reminds the customer that they are committed to producing consistency in the complicated world of blended wines.

Look and Feel: A very unique and more playful look and feel is presented throughout the company’s website, social media pages and press materials. The artwork is created from beautiful watercolor paintings, predominantly depicting Oregon vineyard landscapes.

Colors: Colors used throughout A to Z’s marketing communications consist of an earth tone pastel color palette: grey, silver, light yellow, light green and rose; mirroring the colors of their wines. This palette is used consistently in labels as well as the artwork used in digital and print communications.
Target Audience

According to the SBDC’s wineries business research report, “College graduates are among those consumers spending more than twice the average on wine. Married couples without children spend 33 percent more than the average, and Baby Boomers spend 18 to 43 percent more than average on wine consumed at home.” The report emphasized that “women are also among the consumers who count for a majority of wine purchases and who also enjoy wine in small, intimate gatherings.” While A to Z doesn’t target women specifically, it is no surprise that the winery’s target audience closely mirrors the report’s findings. Co-owner Deb Hatcher noted that the wines present “a superior quality to price ratio and consequently are attractive to almost all wine drinkers across traditional segment categories.”

This is reflected in a relatively broad target audience – see the “Who Buys Our Wine” image, provided courtesy of A to Z.
Marketing Communications

Price, product, position, and distribution are key factors in A to Z’s marketing strategy. With regard to promotion via marketing communications, the A to Z website was a key component early on. The website, which attracted 32,147 unique visitors in the past year, is clean, visually appealing, and offers a rich story about the history of the company as well as its sustainability and social impact commitments, a story which continues to be well-received.

Until the 2006 purchase of REX HILL, A to Z had no physical winery or vineyards, making packaging and marketing critical to the brand’s representation beyond the actual wine itself.\textsuperscript{36} Though early marketing tactics are unknown, according to a 2002 article in \textit{Northwest Wine} it is clear that differentiation via brand narrative was a core strategy. Co-owner Bill Hatcher explained that they capitalized on the image of Oregon as being one of the “last pristine places” combined with the state’s emerging reputation for “wineries that are small family businesses focusing on quality artisan wines, providing them a unique platform for differentiated marketing.”\textsuperscript{37}

A to Z current marketing communication mix includes:

Public Relations
- Awards are promoted to add credibility to the wines’ quality.
- Positive news stories and mentions, including those on \textit{Wine Spectator}’s Top 100 Wines of the Year list, helped A to Z establish their position in the marketplace.
- Certifications are used to add credibility to sustainability efforts.
- Cross-brand promotions are occasionally conducted by sponsoring events.

Advertising
- A to Z advertising strategy includes traditional print advertising, including magazines and billboards.

Digital
- The website, which focuses on their story, also includes several fun and artistic renderings of promotional materials such as a list of awards, company history, and vintage history.
- A to Z has a social media presence across multiple platforms including a newsletter, blog, Facebook, Twitter, Instagram, YouTube and LinkedIn pages.

Sales and Promotions
- In-store price promotions.
- They primarily rely on distributors for their sales efforts.

While success from PR, advertising, and digital marketing initiatives is only measured anecdotally, sales promotions have proven successful according to Co-owner Deb Hatcher. Through all of their marketing communications A to Z emphasizes their “experience, authenticity, consistency, complexity, quality, value, acclaim, sustainability and convenience” to strengthen their brand’s position.\textsuperscript{38}
A to Z's sustainability efforts are promoted through their website and through advertising as appropriate. The company has a presentation highlighting their sustainability practices that is delivered to distributors and visitors to the winery on request. They actively promote their recent B Corp status in numerous ways including active participation with the Pacific Northwest B Corp group, encouraging their employees to wear their B the Change buttons, displaying their B Corp signage in the winery and adding the B Corp logos to their boxes, marketing materials, business cards, website, and advertisements. As A to Z was just certified in 2014, their promotional efforts are just beginning.  

**Branding and Marketing Strengths and Weaknesses**

Within a market that has become saturated over the past decade, A to Z has done a tremendous job in maintaining brand leadership in the high-quality, great value category. As a result of good timing and strategic integrated marketing communications, A to Z has a remarkable reputation.

A to Z has an opportunity to strengthen their position and the perceived value of its brand by emphasizing the recent B Corp certification. Based on market research conducted by Young & Rubucam Group, traditional approaches to talking about environmental and social responsibility (i.e. look at the good we are doing) are no longer the way to connect with the world’s increasingly conscious consumers who are looking to purchase from brands that have a meaningful purpose. A to Z has an opportunity to evolve its brand by making the customer the hero of the story. The brand narrative approach can be focused on inviting the customer along as co-creators in being a force for good and encouraging them to participate in meaningful conversations around this theme.

A to Z has already identified that its story is well received. The winery can expand on this strength with a fresh, authentic and universally appealing narrative of being a force for good throughout its marketing communication mix. This approach could be a key component for leveraging brand leadership to transform brand switchers into brand loyalists and establish brand salience. By positioning itself as a consistent choice with tangible benefits, A to Z can provide customers an opportunity to make the world better one glass of wine at a time and in turn, achieve top sales status in its market.
Section II Program Goals and Objectives

According to the Grocery Manufacturers Association roughly “95 percent of American consumers say they are willing to “buy green,” and more than one-third report they are more likely to buy sustainable products.” With the consumer demand up for sustainable products, this provides A to Z with the unique opportunity to build brand awareness around its sustainable practices. The added value of supporting a sustainable company provides consumers with a “green” option while still consuming quality “aristocratic wines at democratic prices.” This is the key to gaining momentum in a market that is heavily dominated by internationally known wineries like Francis Ford Coppolla, Rodney Strong and Kendall Jackson.

A to Z has an opportunity to evolve its brand by focusing on their recent B Corp certification to connect with the world’s increasingly conscious consumers. This can be achieved not by focusing on the good done by the company, but rather by inviting the consumer along in the journey
as co-creators in being a force for good and encouraging them to participate in meaningful conversations throughout the marketing communication mix.

Goal #1: Retain current customers to become brand loyalists by emphasizing B Corp Certification.

A to Z notes that their category is “price sensitive and a small change in price can make a big difference in depletions, particularly in grocery or big box arenas.” Commodifying wine does provide a short-term strategy, however A to Z has the opportunity to differentiate itself by building brand salience around its recent B Corp certification while keeping its price point intact.

Goal #2: Influence brand switchers to become loyal customers by emphasizing recent B Corp Certification.

Capitalizing on A to Z’s B Corp certification presents an opportunity to turn brand switchers into brand loyalists. Educating and providing consumers with the knowledge about why choosing a B Corp certified company like A to Z is not only good for their taste buds but for the population, could be a key reason why consumers choose A to Z over a competitor brand. In addition, purchasing a wine from the only B Corp winery in the world has inherent shareability in social settings and provides peace of mind that spending a few extra dollars is worth it to support sustainability and the common good.

Objectives/Evaluation

To evaluate the B Corp awareness strategy, measurement would take place in two primary areas: sales and social media. The following are the evaluations that this strategy would use to measure its success:

1. Sales
   • Become Oregon’s number one by brand, most popular, high quality, best value wine.
2. Social Media
   • Retaining and creating brand loyalists by tripling social media engagement (beyond views) throughout all A to Z’s social media channels and blogs.
Section III  Target Audience & Personas

Optimal Target Audience
The following three target audiences were developed after stakeholder conversations and industry research. All profiles are based on psychographic data rather than demographics.

1. Socially Responsible Consumers
   - Active stewards of the environment
   - Dedicated to personal and planetary health
   - Lifestyle oriented
   - Healthiest purchasers and influencers of green, socially responsible products

In March 2013, the Natural Marketing Institute presented consumer data from an online survey of more than 4,000 adults in the U.S. that indicated support for sustainable techniques in the wine industry. The 11th annual LOHAS® (Lifestyles of Health and Sustainability) Consumer Trends
Database™, which quantifies the size of the consumer market for environmentally and socially responsible products, found that:

- 34% of wine consumers consider environmental/sustainable attributes when making wine purchases
- 66% of these wine consumers said they identify the eco-friendly, sustainable attributes of wine at the point of purchase via labels and information on the shelf or in-store
- 43% of the LOHAS® demographic reported purchasing wine in the past three months – higher than purchases made in the general population
- 52% of the LOHAS® demographic consider the environmental attributes of their wine selections compared to 34% of all wine consumers

This LOHAS® audience is sizeable and spends significantly. Another study showed that in 2007, 41 million Americans fell in the LOHAS® demographic. In 2006, Worldwatch Institute reported that the LOHAS® segment accounted for $300 billion of spending – approximately 30 percent of the U.S. consumer market.44

2. **Gateway Wine Drinkers**
   - Maturing mid-twenty-year-olds
   - Earning living wage
   - Outgrowing club scene
   - Hosting and attending more dinner parties and game nights that warrant a quality wine

The gateway wine drinker is an image seeker. According to a study by Constellation, the world’s largest wine seller, this group likes to be the first to try a new wine. They are open to innovative packaging and use the Internet as a key information source. They are just discovering wine and have a basic knowledge of it. They see wine as a status symbol.45

3. **Brand Switchers**
   - Looking for a high-quality everyday wine
   - Buying into biodynamic farming because it produces a higher quality wine – not necessarily because of the sustainability factor
   - Picking up A to Z for a special occasion, realizing it is the price point for Friday night wine too
   - Raising their standards over time so A to Z becomes their daily wine

According to the same Constellation study, brand switchers are also savvy shoppers. They enjoy discovering new wines on their own. They have a few standbys on hand to supplement new finds. Brand switchers shop in a multiple stores each week and like specials, discounts and coupons.46
Personas

Meet Amy - “The socially-responsible consumer”

“LOHAS”, 38 years of age
A to Z’s Young Professional Category

“I seek out brands that are socially responsible and am willing to pay more for products/services from companies that aim to improve society.”

Amy is an environmental research analyst for an engineering firm. She is not married but is in a long-term relationship and lives with her boyfriend. She has no children, but is open to potentially adopting one day. Amy likes to travel internationally and has a trip planned to Costa Rica this winter. She stays connected to world events via social media and online news media outlets. She feels comfortable expressing her views via the Internet. Amy looks at herself as being ageless and borderless. She spent a year working abroad after college and has kept in touch with many of her friends across the world.

She loves to shop and stay up-to-date on current trends. Amy makes a point to support companies and businesses that uphold her social values. She is committed to supporting brands that implement sustainable practices over brands that do not. She researches companies to see if the businesses are sustainably focused and socially responsible prior to making purchases. She tries to purchase organically grown vegetables and hormone-free meat. Amy recycles, composts and takes alternative modes of transportations when it works for her schedule.

Amy is a wine drinker and typically spends in the $10-20 range for everyday wine. She likes to host dinner parties with friends. Amy also enjoys spending time pairing wines with different food options. She typically has a number of different varietals stored at home for different occasions.

Meet Jillian - “New to the wine scene”

Gateway Drinker, 24 years of age
A to Z’s Young People Category

“I’m just starting my career. I need a great tasting wine that won’t break the bank.”

Jillian is a second-year copywriter for an advertising agency. She is enjoying the freedom that a “real job” provides, but still struggles with budgeting her money. She is concerned about the environment and other social issues. She votes Democrat and was involved in campaigning to legalize gay marriage while in college. She would like to buy more socially responsible products, but is more concerned about...
Jillian is an occasional wine drinker who is new to the wine scene. She is starting to be exposed to different varietals of wine through work parties, social events and family dinners. Her beverage of choice was typically mixed drinks or craft beer, but her taste for wine is growing. Her weekend nights in the downtown clubs have waned, and she’s been spending more time socializing with her friends at their respective homes for small dinner parties, wine and cheese get-togethers and game nights, where she is encouraged to bring a bottle of wine. If Jillian purchases wine for personal consumption, she typically chooses bottles based on the price point, not on quality. When shopping for a bottle of wine for social gatherings she is overwhelmed by the large number of brands available. She is in need of a great tasting wine that is within her price point, that won’t be embarrassing to take to a social event.

Meet Doug - “Special occasion Rex Hill drinker”

“Brand Switcher,” - 48 years of age
A to Z’s Established Career & Family Category

“I appreciate high quality wines like REX HILL for special occasions, but not for everyday wine.”

Doug is a regional sales manager for a pharmaceutical company. He was recently promoted to the position and is enjoying the new level of responsibility and the financial freedom that comes with it. He has been married for twenty-two years and has two children who are now out of the house attending college. As recent empty nesters, Doug and his wife Karen have been enjoying more freedom by taking more mini-vacations and socializing with friends. With Doug’s recent promotion, he and Karen have started to remodel their house. While quality is a huge motivator for purchasing products, Doug does not think about a supplier’s socially responsible practices. He does not go out of his way to recycle beyond the recycle bin at home and in the office, and does not think about alternative methods of transportation.

Doug is familiar with wine and enjoys drinking different varietals. With the children out of the house, Doug and Karen have started to enjoy a glass or two of wine with dinner. He is familiar with the REX HILL brand, and recently visited the winery during a weekend getaway to Oregon wine country. While visiting REX HILL, he purchased a couple of bottles for an upcoming special event. He was impressed by the quality and enjoyed learning more about the biodynamic growing techniques that the REX HILL winemakers use. Due to the price point, he thinks of the REX HILL wine as more of a special occasion brand.
Section IV Brand Narrative & Key Messages

Core Brand Story

Make the world better, one glass of wine at a time. Drink A to Z.

As previously noted, a number of surveys and behavior studies have identified that sustainability is important to consumers. It is therefore increasingly critical for brands to identify how they are differentiating themselves in this arena and allowing their customers fun ways to contribute to solutions. If A to Z customers, and potential customers, can see themselves as effecting positive change—even as heroes—they are more likely to make a habit of buying A to Z wine.
**Creative Platform**

The end goal of our marketing communications program is to make A to Z the wine choice for every occasion “from A to Z.” Our aim is to engage the audience in public conversations around thoughts or feelings they are already having, such as: 1) Going to a housewarming party, with eco-minded friends, what wine should I bring? 2) For potluck night with hip, foodie friends, what wine should I bring? 3) For a holiday dinner with relatives, which wine should I bring? 4) To keep a sustainable, delicious wine in stock at home, what wine should I add to my weekly shopping list?

**Creative Strategy**

The purpose of A to Z marketing will be to convince the target markets—hip, smart wine drinkers—that purchasing A to Z is an easy, delicious way to contribute to the greater good. As the only B Corp certified winery in the world, A to Z is uniquely positioned to succeed in this “peace of mind” campaign and share the many ways the company and consumers enjoy A to Z while doing supporting a better world.

We intend to do this by putting consumers at the forefront of the advertising in stores, foodie communities and on television. The mood and tone will be smart, socially aware and fun.

<table>
<thead>
<tr>
<th>Wine Consumer</th>
</tr>
</thead>
<tbody>
<tr>
<td>For new and seasoned smart wine drinkers, A to Z—the only certified B Corp winery in the world—offers the best value high quality, award-winning Pinot Noir, Chardonnay, Pinot Gris and Rose, sourced from Oregon vineyards using forward-thinking and pioneering business practices that create the most impact for a better world.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Consumers of A to Z can feel good about their purchases</th>
<th>Enjoy it anywhere and everywhere</th>
<th>Make this your go-to wine</th>
</tr>
</thead>
<tbody>
<tr>
<td>• You want an easy, fun way to contribute to the greater good</td>
<td>• Instead of needing a corkscrew, you can open it with a twist</td>
<td>• Take the risk out of wine buying with a consistently delicious product</td>
</tr>
<tr>
<td>• Everyday actions are especially impactful for sustainability</td>
<td>• There are many foods that pair well with this wine</td>
<td>• Impress your friends by having high quality wine on hand</td>
</tr>
<tr>
<td>• You look good while being good: being a “change agent for good” is very on trend</td>
<td>• For occasions that call for wine, this brand lends elegance</td>
<td>• The varietals are crowd pleasers</td>
</tr>
<tr>
<td>• A to Z is a certified B Corp</td>
<td>• You look good by selecting high quality wine</td>
<td>• A to Z is widely available in grocery stores and you can purchase it online</td>
</tr>
</tbody>
</table>
Section V  Marketing Mix & Brand Extension

Sales and Promotion

In-Store Experience: Educating the consumer with Point of Purchase promotion and labeling

The in-store experience represents one of the biggest opportunities for A to Z to promote its recent B Corp certification and expand the narrative that you can be make the world better one glass of wine at a time.

Multiple elements will be integral to these efforts including:

- Promoting the B Corp certification on bottle labels with the custom hashtag #AtoZtoBCorp
- Point of purchase shelf labels that include information about B Corp certification
- Training materials for wine stewards that run in-store tastings, so that they can effectively explain the benefits of not only the sustainable focus of A to Z, but the extended social benefits of the certification as well
Education is going to be an important component of A to Z’s promotion efforts. While many people are familiar with what it means for a company to be sustainable, less are familiar with what it means to be a B Corp. For customers to truly understand the impact they are having by choosing A to Z wine, that explanation needs to be carried over to labeling and point of purchase displays.

**A to Z Food Cart: Taking it to the streets**

For a more local focus, we recommend investing in a food cart in the Portland metro area. The food cart scene in Portland has garnered national acclaim and is consistently mentioned as one of the best in the nation – a major draw for tourists and locals alike. The wine cart could also be available to rent for special events.

Since A to Z does not have a physical tasting room, the food cart, or wine cart, would serve as a mobile base for tastings, and offer an opportunity to engage and educate customers on its B Corp certification.

**Synergies:**
- Great opportunity for pitching stories to the press
- Opportunity to use the wine cart at various events
- Social media tie-in allowing potential customers to track the whereabouts of the A to Z wine cart
- Partnerships with food bloggers and other food cart owners

**Key Metrics**
- Survey measuring awareness of B Corp certification implemented at the beginning of the rollout, and again six months later
- Feedback from wine stewards across the country gathered through qualitative interviews and surveys
- Online tracking of the custom hashtag #AtoZtoBCorp to measure engagement on social media
- Sales figures to gauge whether or not new labeling and displays had a positive impact, comparing number pre- and post-rollout
Public Relations

A to Z Ambassador Program: Getting brand loyals to spread the word

Tying into the promotion of the B Corp certification, we would create an Ambassador Program, tapping into brand loyalists across the country who can promote and extend the reach of the brand narrative. Ambassadors would have several responsibilities:

- Fluency in key messaging and engagement with issues of social justice and sustainability
- Travel to events to promote A to Z and educate potential customers about the wine and the benefit of being a B Corp
- Active engagement on social media promoting A to Z and using pre-defined messaging
- Leveraging local networks across the country to engage new customers with the A to Z brand and the wines themselves

Key Metrics

- Number people reached at each event attended
- Visits to a special landing page created for the Ambassador program, that will be promoted on sales collateral distributed by the brand ambassadors
- Clickthroughs to the e-commerce section of the website from the landing page to tie in sales figures to the ambassador program
- Coupon redemptions in grocery stores from special offers handed out by ambassadors

Synergies

- Presence at events that A to Z sponsors
- Active engagement on social media using A to Z approved messaging
- Opportunity to interface with the media and act as spokespeople for the brand

Bravo Top Chef Product Integration – Taking A to Z to prime time

Bravo’s Top Chef reality competition show is one of the best opportunities to extend A to Z’s brand reach. We recommend and would work with A to Z to create a partnership with Bravo for an in-show product integration with their wines. For example, A to Z could sponsor a Quickfire Challenge that asks the contestants to create a meal that pairs with one of their wines. The challenge would feature their Pinot Noir, Pinot Gris, Chardonnay and Rosé. The chefs would be asked to cook a dish using pre-determined ingredients from each letter of the alphabet – A to Z. Key messaging delivered during the challenge would surround how A to Z is a wine for every day and everywhere. The B Corp certification would be presented as an added benefit. A custom hashtag would also be shown on screen during the challenge so that viewers can interact on social media while watching the show.

Bravo’s Top Chef is the number one rated food show on cable among the 18 to 49 year-old demographic, which aligns with key elements of A to Z’s target audience. Out of 173 primetime shows monitored by Nielsen in 2013, Top Chef was the number one most effective program on
cable for in-show integration effectiveness, and delivered more than 90 percent higher recall than the TV average.\textsuperscript{46}

**Key Metrics**
- Ratings for the episode to determine the number of people reached
- Engagement on social media tracked through mentions of A to Z, likes, follows and comments and use of the custom hashtag during and after the show airs
- Sales figures after the episode airs to determine the influence

**Synergies**
- Tap into A to Z ambassadors to jump start social media engagement during the episode
- Appearance can be leveraged to gain attention from the press, especially locally in Oregon
- Appearance can be used for promotion on sales collateral – “As seen on Bravo’s Top Chef”

**Event Sponsorship: Brand awareness through sponsorship of like-minded events**

Event sponsorship is an area that is ripe for exploration. Looking at events that align with key messaging and the target audience, A to Z could sponsor events such as:
- Wine tastings at LEED certified apartment buildings
- Adventure runs
- Sustainability conferences
- Food festivals such as national Bon Appetit events across the country

By focusing on events that align with A to Z’s brand and mission, the winery will be able to hone in on its target audience to grow its customer base. Sustainability events are especially well-aligned for promoting the recent B Corp certification. By fully integrating social media calls to action for engagement after the event, A to Z will be able to reap the benefits well past the specific event.

**Key Metrics**
- Sales figures after the event to determine the impact
- Coupon redemptions in grocery stores from special offers handed out at events
- Web traffic, page visits, time on site and clickthroughs to the e-commerce portion of A to Z’s website

**Synergies**
- Tap into A to Z’s ambassadors to find, host and travel to events
- For events in Oregon, utilize the A to Z wine cart to promote and serve A to Z wine
- Leverage social media to garner interest in appearances across the country
Advertising

Advertising will be key to promoting both the A to Z brand and their wines. Strategic placements in magazines like *Travel Oregon* and *Portland Monthly*, and their equivalents in other local markets, could greatly extend A to Z’s brand reach and positively affect sales of their wine, helping them achieve the number one spot in Oregon wines. Strategically placed billboards, which A to Z already uses, would also extend the advertising messages.

Two distinct advertising approaches are recommended:

- Traditional print ads focusing on the versatility and value of A to Z:
  - Wine will be in the background of ads, with people in the foreground
  - Several different versions will be created to speak to A to Z’s target audience and personas
- Native advertising to enhance A to Z’s brand narrative.
  For example:
  - To emphasize the ability to take A to Z wherever you go because of the screw cap, the advertisement could offer the plan for a road trip around Oregon. The packing list includes A to Z with suggestions for when to breakout a bottle: watching the sunset on the Oregon Coast, a picnic after a hike in the Gorge, sitting by the fireplace in a cozy hotel suite.

*Travel Oregon* prints more than 300,000 copies of their guide annually that are distributed to more than 200 locations in the Pacific Northwest. The digital edition of the publication has more than 10,000 users, more than 750,000 page views and 58 average pages viewed per session.49 *Portland Monthly* is available at more than 450 newsstands, specialty grocery stores, and local retailers across metropolitan Portland, nearly all of which give the magazine prominent checkout aisle placement. The magazine boasts a readership of 394,071 readers per issue, and a circulation of 53,017, of which more than 27,000 are subscribers.50

Key Metrics
- Sales before, during and after the ad campaign
- Website traffic from advertisements
- Social media engagement from hashtags included in advertisements

Synergies
- Native advertising could feature strategic restaurant and hotel partners
- Social media contest promoted in native advertisements to win a trip with A to Z and those partners
- Coupon offer in advertisements to drive in-store sales
Digital and Content Marketing

Digital channels are a significant area of opportunity for A to Z to expand their brand narrative and engage their target audience.

**The A to Z Blog: Adding consistent, relevant content to drive readership**

Taking advantage of the existing blog format, we propose the creation of an editorial calendar and propose creating a greater variety of content including:

- Partnerships with local chefs, foodies and food bloggers to provide recipes that pair well with A to Z wines
- Wine pairings with local CSA boxes, emphasizing sustainable growing practices
- Profiles of A to Z customers showing how they drink A to Z
- Posts about the benefits of being a B Corp and how those practices have a positive impact on the community

We also recommend and would assist in developing strategic partnerships with food bloggers to sponsor posts that feature A to Z wine, tapping into the blogger’s existing audience.

**Social Media: Leveraging digital networks to have maximum impact on the target audience**

Social media is one of the best tools available for real-time storytelling and driving engagement. A to Z uses Facebook, Twitter and Instagram as their primary social media channels. As with content for the blog, we will create and implement an editorial calendar for social media featuring more strategic and consistent content including:

- Asking their audience to share photos of how they drink A to Z, and then posting those photos on their own pages
- Showing behind-the-scenes photos of the process of making A to Z
- Demonstrating the impact and benefit of being a B Corp
- Allowing a customer to take over their Instagram feed for the day to share how they incorporate A to Z in their life

We also recommend the use of custom hashtags for A to Z’s social media efforts including:

- **#AtoZtoBCorp** to tie to content relating to their B Corp certification
- **#howIAtoZ** for customers to share how they like to drink A to Z
- **#FromAtoZ** to show the behind the scenes process of winemaking
- **#AtoZWineWorks** for more general brand posts

**Key Metrics**

- Page views
- Clickthrough rates to the e-commerce section of the website
- Website referrals from social media posts
- New followers
- Posts by followers
- Replies/comments
- Retweets/shares
- Favorites/likes
- Use of custom A to Z hashtags
Conclusion

A to Z is standing at the cusp of an incredible opportunity to invigorate its brand. Already a market leader in Oregon, the winery is poised to become a leader nationwide and even globally as the only winery worldwide that is certified as a B Corp. By targeting a socially conscious consumer base, and elevating their existing marketing efforts, A to Z stands to gain market share and spark conversation about the power of business to make a positive impact.

*A to Z’s customers can make the world better one glass of wine at a time.*
8. L. Howell (personal communication, October 24th, 2014)
20. L. Howell (personal communication, October 24th, 2014)
21. L. Howell (personal communication, October 24th, 2014)
23. L. Howell (personal communication, October 24th, 2014)
34. http://www.sbdcdn.org/small-business-research-reports/wineries
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