Grampians Pyrenees

WINE TOURISM AND CULINARY MASTERPLAN 2017-2020

Prepared for the Western Victorian Wine Tourism Collective – September 2017

iSPY
BRAND STRATEGY

**Grampians Pyrenees
Wine Tourism
Marketing Masterplan
Stakeholders**

- Grampians Pyrenees Wine Region (GPWR)

- Grampians Pyrenees Wine Tourism Masterplan (GPWTM)

- Grampians Tourism (GT)

- Visit Ballarat

- Pyrenees Shire Council (PSC)

- Northern Grampians Shire Council (NGSC)

- Ararat Rural City Council (ARCC)

- Grampians Wine Makers (GWM)

- Pyrenees Winemakers (PWM)

- Economic Development Victoria (ECODEV)

Acknowledgements

Thank you to all people who gave up their time to participate in this project by way of interviews and workshops. Specifically the following:

Sascha Fair
Sally's Paddock Winery

Julie Kilpatrick
Ararat Rural City Council

Andrew Koerner
Blue Pyrenees Winery

Damien Sheehan
Mt. Langi Winery

Maria Murnane
Visit Ballarat

Erin White
Grampians Tourism

Ray Davies
Pyrenees Shire Council

Louise Laing
Visit Ballarat

Rory Lane
The Story Winery

Project purpose

The purpose of the regional Masterplan is to provide one principal plan for the marketing and development of the Grampians and Pyrenees wine regions for tourism purposes.

Specifically the Masterplan exists to identify and prioritise projects and activities that will lead to growth in awareness, visitation and ultimately wine sales for the Grampians and Pyrenees wine regions.

How to read this report

This report offers two ways to read the recommendations.

1. Fast Forward:

A summary of key recommendations as an outcome of the process. This is found in Part A (refer pages 7-14).

The Strategic Journey:

A review of the facts, analysis and considerations culminating in the Masterplan strategies and actions. This is found in Part B through to E (refer pages 15-67).

Executive summary

Wine tourism is changing. The desire to travel to 'wine regions' is becoming ever more popular fuelled by a combination of on-location 'door openers' such as festivals and events, a growing appreciation of provenance and a consumer desire to find natural wellbeing even if just for a weekend.

Wine tourism is no longer the exclusive domain of the wine lover, as motivations to visit wine regions are increasingly driven by the idea of an escape to a regional oasis which offers a romantic mix of scenic beauty and great food and wine served as a way to eat, drink and 'drink in' the region. In fact the term 'wine region' is probably better-termed 'culinary region' for contemporary tourism marketing purposes.

The Grampians and Pyrenees have an opportunity to grow both their tourism offer and their economic development with a shift in perspective to align with the needs of the modern food and wine traveller.

As two of the twenty two identified wine regions in Victoria, both the Grampians and Pyrenees punch above their weight in terms of recognition by 'experts' as wine regions: The Pyrenees has eight wineries out of twenty awarded five red stars by renowned critic James Halliday and The Grampians four out of eight. While the region is well blessed by awarded wineries and wine producers, the offer is not yet a populist one in tourism terms. Both regions operate off a low base of wine tourism visitation figures and recent National Visitor Survey figures suggest the regions are growing below industry norms. This is exacerbated by the relatively low awareness for the regions amongst the 'Lifestyle Leader' target audience based in Melbourne. The regions have many natural strengths to complement if not enhance their wine pedigree. If treated correctly these strengths will provide competitive arsenal to grow wine tourism market share.

Both regions are steeped in the uncommercialised beauty of the beginning of the Great Dividing Range; they are raw, pure and natural with authentic spirituality drawn from a combination of indigenous heritage, untouched landscapes and ancient geology. These are key factors to be built into the DNA of the regional brands and more importantly the narrative around wine and food as a first step in executing the Masterplan.

This Masterplan is based on a comprehensive review of a number of inter-related factors; the Australian wine tourism landscape, competitive wine region success stories, key regional strengths and contemporary consumer needs. The result is the identification of a series of strategies and actions to form an integrated working road-map toward a more competitive future.

Therefore the Masterplan is built on three key success pillars as depicted overleaf and described below.

1. **PEOPLE:**

   The formation of a unified and coordinated group of stakeholders representing all food and wine concerns is central to the ongoing success of the two regions. Their role will be to shepherd the strategies through to execution and set standards of excellence.

2. **PROFILE:**

   A reputation as an emerging food and wine (culinary) destination is vital to success. This will demand clear brand propositions for each of the Grampians and Pyrenees tourism regions to guide their unique food and wine stories. The regions should then be linked by a descriptive place name for easy comprehension by consumers. A well crafted communication strategy is also a must; one that assists all regional producers, operators, councils and tourism bodies to sell the regional message with once voice.

3. **PRODUCT:**

   Both regions must work co-operatively to develop the culinary, accommodation and experiential product the Lifestyle Leader target demands. This involves a focus on food and wine product initiatives, event and experience development and an emphasis on consumer ease through digital tools, navigation and way-finding. A key priority is the development of a **tasting trail** and a **centralised cellar door** experience.

The Masterplan rests on three key pillars:

THE **3P'S** OF PROGRESS

⭐ 1 Profile

Building our reputation through brand and communication strategies.

🎁 2 Product

Creating culinary experiences that are on trend, accessible, fun and easy to find.

👥 3 People

Cultivating excellence by increasing ongoing collaboration between local government, tourism organisations, operators and industry.

Priority Actions

Profile

1. Brand framework development for both the Grampians and Pyrenees tourism regions.

2. Linking the regions via a geographic place descriptor which unifies the whole region for tourism marketing and has the capacity to own 'red' wine. i.e. 'The Western Highlands'

3. Development of an integrated communications strategy which allows the regions to bring together stakeholder marketing budgets to fund mutually beneficial campaigns.

Product

1. Creation of a culinary community to build a list of regional food and wine assets and identify hero products for promotional focus.

2. Development and promotion of a tasting trail for each region that can connect as part of the Western Highlands culinary area.

3. Development of an innovative food and wine event and experience calendar with a focus on experimentation.

4. Development of a centralised cellar door showcase for both regions.

People

1. Creation a regional strategic task force.

2. Seek funding for appointment of a Project Manager to action the first 18 month plan.

3. Creation of an accreditation/ recognition system for cellar doors for tourism marketing purposes.

4. Linking of successful skills training improvements to added marketing support from tourism bodies.

WINE REGIONS: THE SHIFT IN EXPECTATION

The game is changing as consumers grow more sophisticated in their expectations of regions and their offers. The old style motel is being replaced by beautiful Airbnbs or luxury resorts, even a glamped up tent, all in the service of consumer escape. Consumers seek to be seduced by a regions riches whether that's scenic, fresh produce, wine, history or mineral springs: It is about being connected with a 'sensory' sense of place.

It is this shift that successful wine regions are increasingly honouring, as the Grampians and the Pyrenees must do too.

FROM GREAT WINE

TO ENRICHING TIMES

Driven by consumer need

Reputation

An emotional 'hook' that includes food and wine. For instance:

A restaurant, a new experience, a tasting trail, a winery with an amazing menu/view, or a combination wellbeing, arts, heritage with food and wine.

Accessibility

Provides the type of accommodation I'm looking for with the click of a button.

Something indulgent, cosy, intimate, enjoyable, new or novel.

Ease

Provides instant 'search' results online and then easy navigation in the region.

Helps consumers navigate instantly with itineraries, ideas, maps and signage.

Entertainment

Provides theatre and entertainment in a beautiful natural setting.

Adds value to the food and wine experience by enabling social fun, indulgence, knowledge or intimacy.

The new consumer choice drivers

> "Creating successful tourism experiences is governed by what people want to buy, not what destinations want to sell.[1]

THE STRATEGIC SHIFTS REQUIRED

The detail of the Masterplan sets out the rationale for the shift of mindset, focus and priority and is founded on connecting better with the needs of the modern food and wine traveller summarised in the 'From' – 'To' chart below.

FROM

TO

Producer focus 'It's all about our wine sales'

→ Consumer focus 'It's all about enriching food and wine experiences'

A collection of local and geographically connected bodies with limited resource

→ A challenger region with a strong working team and clear roles across shared development projects

Different regions within 'Western Victoria', 'somewhere west'

→ A united geographic region with two strong brands offering different wine signatures yet complementary experiences, linked and easy to find through digital channels

Trying to get more people in our doors

→ Inspiring people to visit through distinctive food and wine experiences, events, accommodation

[1]Wine Federation of Australia. Harnessing the potential of wine tourism. 2020

OVERVIEW OF THE CHALLENGES AND OPPORTUNITIES

There are three key challenges and opportunities confronting the Grampians and Pyrenees wine regions:

CHALLENGES	OPPORTUNITY
1. A lack of consumer profile and awareness	1. To build brand propositions for each of the Grampians and Pyrenees regions driven by the tourism (destination) proposition and linked together by geographic descriptor 'Western Highlands 2. Activate the brand offer through execution in events, promotions and activities 3. Design shared communication and digital strategies to be used by both regions to guide marcomms investment
2. A perceived lack of food and wine (culinary) product and associated experiences to fulfil consumer short break needs when travelling past the 2 hour mark from Melbourne	1. Create a culinary community and raise strategic focus on the connection of regions to fresh produce, dining and appropriate signature food and wine experiences which must also include a suite of annual, seasonal and regular events, activities and attractions
3. A lack of supply side coordination and funds to tackle issues one and two effectively	1. Create a team-based approach: Implementing shared strategies to maximise resource, funding and prevent duplication 2. Create implementation frameworks for each region to bring their own brand stories to life through the visitor experience i.e. itineraries and maps, digital presence, food and wine event calendar

Smaller players need more inventive mindsets, GPWR has the license to act like a challenger brand.

These opportunities form the basis of the GPWR's three strategic pillars

1. PROFILE

2. PRODUCT

3. PEOPLE

SUMMARY OF RECOMMENDED STRATEGIES

DELIVERABLE	DESCRIPTION	PRIORITY ACTIONS
1.1 BRAND STRATEGY: Develop both Pyrenees and Grampians brand offers and link through geographic name	▪ Develop clear and seamless brand stories for each of the Pyrenees and Grampians wine regions ▪ Link together through naming protocol for instance the 'Western Highlands of Victoria'. (Working suggestion) for the purposes of tourism marketing and shared events involving food and win consumers	▪ Grampians destination brand framework and development of food and wine brand narrative ▪ Pyrenees destination brand framework and development of food and wine brand offer and narrative ▪ Tourism bodies endorse and promote the regions together with use of Western Highlands name protocols where appropriate
1.2 INTEGRATED REGIONAL COMMUNICATION STRATEGY	▪ Develop an integrated communication strategy that intercepts target consumers along the path to purchase	▪ Creation of a communication strategy to be used by both regions for culinary promotion. Highlight target consumer touchpoints , brand messaging and areas for synergy between regions

1.3 DIGITAL OPTIMISATION	▪ Integrate and connect all current digital touchpoints for regions' wine, events and accommodation under the tourism website	▪ Audit and link all winemaker, tourism and consumer facing council content for consumer ease and content concentration:
		  ▪ Ensure keywords are consistent
		  ▪ Optimise for SEO purposes
		  ▪ Align social media references, maps and hashtags

1. Build Profile and Reputation

2. Product and Experience Development

DELIVERABLE	DESCRIPTION	PRIORITY ACTIONS
2.1 CULINARY EXPERIENCE – FOOD FOCUS	• Curate, create and invest in food and wine product offers that be fit the brand stories	• Create a culinary community to build a list of regional assets and identify hero products for promotional focus. Integrate into local eateries, markets, cafes • Develop and promote a tasting trail for each region and connect them as part of the Western Highlands culinary experience
2.2 CULINARY EXPERIENCE – EVENTS FOCUS	• Creation of events and experiences that tell the regional food and wine story in a new way • Integration of food and wine experiences into current events	• Evolve and innovate food and wine seasonal event calendar • Seek connections with live music events • Ensure current regional events showcase food and wine offer
2.3 EASE AND OPPORTUNITY	• Make the regions easy to find as food and wine regions through: • Provision of timely digital information • Offline visibility and wayfinding	• Build digital maps and itineraries • Enhance winery visibility through road signage • Create presence in Visitor Information Centres and civic hubs through showcasing product and information
2.4 ACCESSIBILITY	• Take it to the people: • Enhance accessibility of the food and wine offer within regions	• Develop a centralised cellar door showcase for both regions • Trial shuttle buses or other responsible transport options to minimise barriers to visitation
2.5 ATTRACT INVESTMENT AND PREMIUMISE INFRASTRUCTURE	• Improve infrastructure over time including: • Restaurants, accommodation, accessible cycling trails, fun and novel activities	• Identify and support current Shire Council projects which prioritise accommodation, dining and cycling projects

SUMMARY OF RECOMMENDED STRATEGIES CONT.

DELIVERABLE	DESCRIPTION	PRIORITY ACTIONS
3.1 CO-OPERATION: RESOURCE AND FUNDING	▪ Formalise key stakeholder groups to implement and shepherd strategies	▪ Establish a strategic taskforce of regional stakeholders with clear roles and responsibilities ▪ Appoint a Project Manager for delivery of immediate phases of the Masterplan ▪ Creation of or partnership with, the culinary community of operators and stakeholders across the region to develop win/win products and experiences
3.2 OPTIMISATION OF CAPABILITY	▪ Set standards of excellence and upskill operators	▪ Development of an accreditation or recognition system for cellar doors as tourism attractions ▪ Skills training for winery operators and staff through education programmes ▪ Consider partnership with relevant 'food/event/hospitality' TAFES
3.3 SUCCESS METRICS	Design and agree success metrics: ▪ Create success metrics and build appropriate measurement tools	▪ Online consumer driven cellar door measurement system ▪ A more accurate NVS regional analysis ▪ Longer term brand health tracking

3. People: Cultivating Best Practice

QUICK WINS: FIRST THREE MONTHS

PRIORITY ACTIONS	RATIONALE
1. TEAM Create a strategic taskforce of wine makers associations, tourism bodies and councils to collaborate and govern identified shared strategies.	Without a critical mass of key influencers to drive the Masterplan forward the activities and actions proposed will remain piecemeal and fragmented.
2. BRAND POSITIONING AND NARRATIVE FOR BOTH BRANDS This is a key part of the Masterplan and involves a focus on building up the brand stories and ensuring all stakeholders understand regional narrative, heroes and tone. Brand narrative will then be brought to life through all touch points highlighted in the communication strategy.	Our region lacks awareness as a culinary destination. We need to evolve the regional brands to build reputation, galvanise firepower and drive conversion. A brand framework and communication strategy will order, priorities and focus resource and spend to the areas that matter most.
3. MOBILISE OUR DIGITAL ASSETS Google is the consumers' first port of call. It is important our regions be present in the first page of food and wine region search results. Next steps: Audit, optimise and link all current digital marketing assets to better compete in the short term.	Currently regions have a poor SEO result. By utilising existing assets our offer is more visible. (This can happen while behind the scenes development of brand and communication strategies will drive the updated future content).
4. FOOD FOCUS Expedite the formation of the culinary community or partnerships to help drive: • A tasting trail as a priority • Farmers markets development and promotion • Cross promotion of local food and wine in the regions cafes and restaurants • Signature dining experiences • Pop up experiences where signatures don't exist.	Food and wine must be embedded as a core focus in the marketing of the region to provide the sensory sense of place consumers are looking for.
5. EXPERIENCES AND EVENTS EVOLUTION Development a strong event and entertainment calendar. There are six types of experiences that can be activated (see page 39 for examples), ranging from small to large investment. The regions have a good base of wine events from which to build a more robust culinary inspired calendar.	Entertainment and activities are key drivers of consumer consideration, choice and commitment. They help regions get a place on the culinary tourist's wish-list.
6. ENSURE 'EASE' OF EXPERIENCE Maps and itineraries are vital to ensure people to navigate toward cellar doors. People need to find 'what's close by' and they need information. This information must be digital, instant, mobile friendly and also tactile (i.e. Printed collateral as a backup in regions with poor connectivity).	Making information available in proximity to where the visitor is, influences decision making while in the region and thus drives conversion.

Part E
The Strategic Action Plan

THE STRATEGIC ACTION PLAN

GOAL
Become famous as THE food and wine destination of Western Victoria

OBJECTIVES

1. **Grow the Grampians and Pyrenees wine tourism market share:**
   Grow our collective regions' wine related tourism visits as measured by NVS and the new proposed cellar door measurement

2. **Grow awareness and reputation amongst Lifestyle Leaders and wine lovers in Melbourne, Melbourne's West and Ballarat regions:**
   As measured by new proposed brand health tracking measures

3. **Convert more current regional visitors to winery visitors:**
   As measured by conversion rates (NVS)

4. **Ensure food and wine gets a greater share of presence in all local tourism promotion**

5. **Build cellar door and winery sales and thereby contribute more strongly to the regions' economic growth.**
   As measured by operators' sales and Shire Councils' economic indicators

KEY STRATEGIES

1. PROFILE PILLAR: Build reputation as the 'red wine' culinary destination west of Melbourne through integrated brand and communication strategies with a focus on digital optimisation

   Develop both the Grampians and Pyrenees regions' distinctive brand propositions to ensure they are aligned to consumer need for culinary experiences that refresh and rejuvenate

2. PRODUCT PILLAR: Build and curate accessible culinary entertainment through local produce (food and wine), events and winery experiences

3. PEOPLE PILLAR: Maximise strategic and operational synergies across both Grampians and Pyrenees regional brands to optimise precious funds and resource

4. PEOPLE PILLAR: Cultivate best practice producers through a co-operative and cohesive region-wide system of education, recognition and reward. Measure success through agreed indicators

Target audience segments

Three tiers of target segments as shown (right):

1. Wine lovers and influencers
2. Current regional visitors
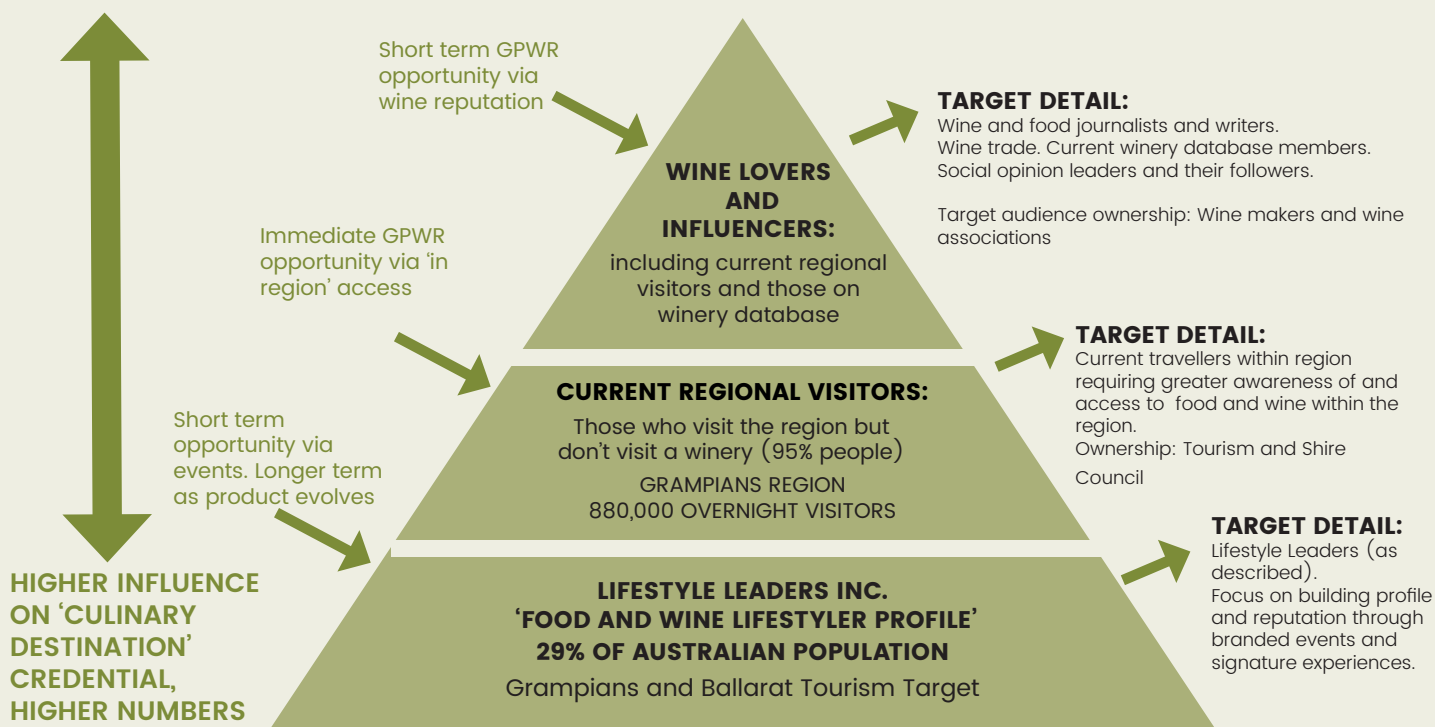3. Lifestyle Leader psychographic segment.

TARGET AUDIENCES

TARGETING SEGMENTS OF HIGHEST POTENTIAL.

The diagram below shows a hierarchy of audiences. See over for descriptions.

1. **WINE LOVERS:** At the top of the pyramid are people classified as wine Lovers and influencers: These people are smaller in volume terms but are likely to influence those around them regarding wine regions and varietals.

2. **CURRENT REGIONAL VISITORS:** People who already visit our region but are likely to be travelling to the region for reasons other than wine. Data suggests this accounts for up to 95% of our overnight trips and therefore provides a generous upside.

3. **LIFESTYLE LEADER TARGET:** This group represent people who attitudinally show a preference for both nature based short breaks and appreciation of food, wine and local produce.

HIGHER INFLUENCE ON WINE REGION CREDENTIALS, FEWER NUMBERS

Short term GPWR opportunity via wine reputation

Immediate GPWR opportunity via 'in region' access

Short term opportunity via events. Longer term as product evolves

HIGHER INFLUENCE ON 'CULINARY DESTINATION' CREDENTIAL, HIGHER NUMBERS

WINE LOVERS AND INFLUENCERS:
including current regional visitors and those on winery database

CURRENT REGIONAL VISITORS:
Those who visit the region but don't visit a winery (95% people)
GRAMPIANS REGION 880,000 OVERNIGHT VISITORS

LIFESTYLE LEADERS INC. 'FOOD AND WINE LIFESTYLER PROFILE' 29% OF AUSTRALIAN POPULATION
Grampians and Ballarat Tourism Target

TARGET DETAIL:
Wine and food journalists and writers. Wine trade. Current winery database members. Social opinion leaders and their followers.

Target audience ownership: Wine makers and wine associations

TARGET DETAIL:
Current travellers within region requiring greater awareness of and access to food and wine within the region.
Ownership: Tourism and Shire Council

TARGET DETAIL:
Lifestyle Leaders (as described).
Focus on building profile and reputation through branded events and signature experiences.

AUDIENCE 1: WINE LOVERS AND INFLUENCERS

This represents a segment of the population for whom wine is a profession or a hobby. It is important for both regions to elevate their profiles with these people to generate positive word of mouth, greater editorial presence and greater conversion to sales. This is particularly relevant for the Pyrenees; the smaller more boutique wineries will benefit from connecting with the influencers who are more about the wine than the entertainment (unlike many current visitors or the Lifestyle Leader segment). This is vital in the short term while experiences are being developed.

The trade (especially retail trade) also fall within this target segment as do wine influencers and journalists within the media. Trade channels represent an opportunity to grow the profile of the regions on an everyday basis. Presence in retail outlets and visibility at point of sale will help the regions garner greater awareness.

AUDIENCE 2: CURRENT VISITORS TO THE REGION.

Audience two is an important group. Over eight hundred thousand overnight visits to the region clearly represents an enormous opportunity. The current conversion rate to winery visits is around 5.9%. (In the High Country it's 15%). Therefore in the immediate term even a small increase in conversion will make a big difference. It is a priority to heighten visibility, access and ease in the regions' to realise the short-term opportunity.

AUDIENCE 3: LIFESTYLE LEADERS

- Lifestyle Leaders represent 29% of the population nationally or 1.4 Million Victorians[1].

- Educated, affluent, socially active and influential Importantly they buy into regional short breaks and like to experience nature and wilderness along with the finer things in life. These people are important as our main audience when promoting our brands to Melbourne and Ballarat.

- This segment also houses a subgroup the Food and Wine Lifestylers who represent around 14% of the population nationally or 660,000 Victorians[2] who will evolve to become a more important audience to the region as our product evolves and becomes more of a destination for food.

THE ACTION PLAN

This section describes in detail the actions associated with each of the three progress pillars and their associated strategies. The three pillars we are delivering to are summarised as:

THE 3P'S OF PROGRESS

1 Profile

Building our reputation through brand and communication strategies.

2 Product

Creating culinary products and experiences that are on trend, accessible, fun and easy to find.

3 People

Cultivating excellence by increasing ongoing collaboration between local government, tourism organisations, operators and industry.

Brand and communication development notes for each region:

Grampians has a strong identity (as per consumer research) this identity must be connected with meaning to the culinary experience. This will be less of a revolution and more of an evolution for the brand. **Grampians** also has an established signature varietal (Shiraz).

The Pyrenees require a strong brand story which envelopes their unique intimacy, purity and rustic charm with the focus of the region's wine makers. This will leave room for the growth and maturation of Pyrenees wine story over time.

Pyrenees Unearthed should remain as an event name at this stage; it acts as an invitation to discover which can complement the new brand story. The region also requires a signature varietal (Cabernet) to galvanise the overall 'Red' region offer. Over time however, the region can increasingly give voice to the emerging story of Sparkling as it wins more awards and is publicly acclaimed by the influencer segment at the top of the target pyramid.

⭐ PILLAR 1: PROFILE

BUILD REPUTATION AS THE 'RED WINE' CULINARY DESTINATION WEST OF MELBOURNE THROUGH INTEGRATED BRAND AND COMMUNICATION STRATEGIES

DELIVERABLE	DESCRIPTION	PRIORITY ACTIONS FIRST NEXT STEPS	WHO OWNS IT
1.1 BRAND STRATEGY: **Develop both brands frameworks and link the regions together for tourism purposes through a new geographic place name. (nb. this is not a new brand but a shared asset)**	▪ Build brand stories and positioning: Develop clear and seamless brand story for both the Pyrenees and Grampians wine regions ▪ Link together through naming protocol for instance the 'Western Highlands of Victoria' (working suggestion)	**ACTION 1. Consider a linking regional place name:** For instance the Western Highlands region (examples of place names elsewhere are: the High Country, the Southern Highlands NSW.) ▪ Create a geographic sense of place that links Ballarat, the Pyrenees, Ararat and the Grampians region under the Western Highlands culinary tourism banner (like the High Country is to the North East and its series of regions: Rutherglen, King Valley, Bright and Beechworth). This umbrella will work to 'romance the region' and give it a distinct identity to help combat the West being often associated with 'farm' images: agriculture/dry/empty ▪ Use this name for shared content, events and editorial to provide a new, fresh 'west' culinary tourism story. Importantly it will provide consumers with an important geographic sense of place	▪ Visit Ballarat and Grampians Tourism lead for their regions ▪ Geographic descriptor should start as a tourism proposition through marketing communications. Specifically; editorial, on-line and social media spaces. It is not intended to be a wine 'brand'
		ACTION 2. Develop clear brand positioning and narrative stories for both regions within the Western Highlands ▪ Develop a clear and seamless brand story for both the Pyrenees and Grampians regions that leads tourism, directs event development and integrates activities to align with the core drivers of culinary tourism ▪ Curate and identify signature product (food and wine) to speak to brand story: Create signature brand 'anchors' for marketing and promotional material to drive appeal and fame' of the region ▪ Agree wine product heroes: Shiraz for Grampians, Cabernet for Pyrenees and emerging Sparking ▪ Develop a brand toolkit for operators and educate re: usage of stories and narrative through all channels ▪ Consider updating or revising visual identity for both regions ▪ Use the brand stories as messaging content for the development of the integrated communication strategy	▪ Visit Ballarat and Grampians Tourism lead for their regions ▪ See relationship to current strategies in appendices

⭐ PILLAR 1: PROFILE

BUILD REPUTATION AS THE 'RED WINE' CULINARY DESTINATION WEST OF MELBOURNE
THROUGH INTEGRATED BRAND AND COMMUNICATION STRATEGIES

DELIVERABLE	DESCRIPTION	PRIORITY ACTIONS FIRST NEXT STEPS	WHO OWNS IT
1.2 INTEGRATED REGIONAL COMMUNICATION STRATEGY	▪ Develop an integrated communication strategy that intercepts target consumers along the path to purchase ▪ Note: Ideas shown in priority actions are thought starters to be reviewed in line with budgets, timing and shared objectives ▪ They form part of the communication strategy	**ACTION 1. Create awareness in urban areas focussing on inner Melbourne, Melbourne's west and Ballarat** Consideration to be given to: ▪ Urban food and wine events ▪ Presence and sampling at Melbourne wine bars and selected restaurants, festivals and cultural events ▪ Food van for urban areas showcasing the food and wine of the regions (potentially partnered by a TAFE) **Focus markets:** Melbourne inner, Melbourne west, Ballarat and designated daytrip areas **Target audiences:** Lifestyle Leaders, influencers and wine lovers	▪ Tourism led communication strategy
		ACTION 2. Drive trade interest of the Grampians and Pyrenees wine regions leveraging the brand narrative developed for each region Consideration to be given to: ▪ Trade marketing and advertising ▪ Development of promotional material for trade channels, bottle shops and local cafes/restaurants and farmers markets	▪ Wine makers and associations
		ACTION 3. Focus on promotion of accommodation options using digital channels and online retailers ▪ Ensure that accommodation options are easily searchable on-line ▪ Develop product and packages which highlight signature accommodation and bring the best of the regions to consumers in a packaged format. i.e. King Valley gourmet getaways	▪ Tourism bodies

⭐ PILLAR 1: PROFILE

BUILD REPUTATION AS THE 'RED WINE' CULINARY DESTINATION WEST OF MELBOURNE THROUGH INTEGRATED BRAND AND COMMUNICATION STRATEGIES

DELIVERABLE	DESCRIPTION	PRIORITY ACTIONS FIRST NEXT STEPS	WHO OWNS IT
1.2 INTEGRATED REGIONAL COMMUNICATION STRATEGY cont.	▪ As per previous page	**ACTION 4. Use of mainstream and social media to connect to consumer 'consideration' phases in the consumer path to purchase** Address consumer needs in the 'consideration and choice' phases of the communication strategy by developing brand relevant products and signature experiences to be featured in the following ways: ▪ Editorial in Melbourne, Ballarat and local newspapers ▪ Social media content as part of a full integrated calendar (see digital optimisation ▪ Advertising events, accommodation packages and signature dining experiences	▪ Tourism bodies

⭐ PILLAR 1: PROFILE

BUILD REPUTATION AS THE 'RED WINE' CULINARY DESTINATION WEST OF MELBOURNE
THROUGH INTEGRATED BRAND AND COMMUNICATION STRATEGIES

DELIVERABLE	DESCRIPTION	PRIORITY ACTIONS FIRST NEXT STEPS	WHO OWNS IT
1.3 DIGITAL CHANNEL OPTIMISATION	▪ Integrate and connect all current digital touchpoints for regions' food, events and accommodation under the tourism website	**ACTION 1. Search Engine Optimisation** ▪ Search engine optimisation across both regions as a 'wine region' and for the geographic 'place' name if this proceeds ▪ Align social media references, maps and hashtags	▪ Visit Ballarat and Grampians Tourism lead for their regions
		ACTION 2. Audit and link all winemaker, tourism and consumer facing council content for consumer ease and content concentration: ▪ Ensure keywords are consistent ▪ Optimise digital and social presence when consumers are considering 'culinary' tourism ▪ Develop owned/linked social media channels and hash-tags. Use geo-targeted social media and digital advertising ▪ Align Google place names	▪ Tourism bodies
		ACTION 3. Establish content 'guidelines': ▪ Ensure all content from any stakeholder includes: ▪ A strong offer of variety within the region (where to eat and drink) ▪ How to access to local produce ▪ News: Upcoming events and 'limited 'attractions' involving food and wine tasting, cooking or appreciation ▪ Novelty attractions like 'pop -up' dining attractions ▪ Edutainment activities as they become more available	▪ Tourism bodies, with councils and winemakers associations.
		ACTION 4. Connect all culinary digital channels established in Action 2 back to respective tourism websites. Use aggregated content as messaging content linked to tourism websites and capable of being re-deployed as social media content and copy for EDM's within the regions channels (including tourism, wine and food operators and Shire Councils' data-base mailings)	▪ Visit Ballarat and Grampians Tourism lead
		ACTION 5. Develop interactive maps and itineraries for both regions that can be used as self guided tours on and off line In the short term, identify all maps and itineraries that can be digitised and provided through on-line and mobile channels as soon as practical. In the longer term develop user-friendly mobile optimised maps and itineraries	▪ Tourism bodies with Shire Councils

PILLAR 2: PRODUCT

BUILD AND CURATE ACCESSIBLE CULINARY ENTERTAINMENT THROUGH LOCAL PRODUCE (FOOD AND WINE), EVENTS AND WINERY EXPERIENCES

DELIVERABLE	DESCRIPTION	PRIORITY ACTIONS FIRST NEXT STEPS	WHO OWNS IT
2.1 CULINARY EXPERIENCE **Food and wine focus** Curate, create and invest in food and wine offers that be fit the brand stories	▪ Curate and create integrated food / wine activities and experiences	**ACTION 1. Identify current hero product: Identify and collate signature product/experiences across both regions** ▪ Identify best tourism product across the region; for example, restaurants, chefs, meals, menus that can create a focal point and support the brand ▪ Identify and connect all complimentary activities to a ' Top 10 things to do' list on-line and in mainstream editorial. Focus on food and wine integration with other tourism activities. ▪ Use this as input for brand, communication and digital strategies ▪ Use as a start point for the development of the tasting trail ▪ Identify gaps for new experiences	▪ Stakeholder Task force
		ACTION 2. Create a tasting trail ▪ For each of Grampians and Pyrenees regions (see Creating culinary community under 'People' pillar). Use as a way to galvanise the working groups into action ▪ Use this as input for brand, communication and digital strategies ▪ As an example: The Grampians and Pyrenees Tasting Trails should be developed within the offer of Western Highlands Best of Red Tasting Trails. This should be marketed as a property across all tourism websites, highlighted in social media and SEO and create itineraries maps and collateral	▪ Tourism bodies and Shire councils ▪ Feature the wineries with the best (accredited, recognised) cellar door experiences. Cross reference this action with Pillar 3 (People): Strategy 2: Optimisation of capability
		ACTION 3. Develop a local produce sampler that can be bought or promoted in local cafes and restaurants ▪ Identify stakeholders that already have such local produce connections (i.e. Harvest/Pyrenees Pantry/Steel Cutters Cottage/Avoca Hotel) to begin the process of discussions with local producers regarding a 'produce' package	▪ Taskforce and new culinary community
		ACTION 4. Create a programme of cross-promotion and cross-sales to ensure local food and wine is offered in cafes, restaurants and bars	▪ Stakeholder task force

PILLAR 2: PRODUCT

BUILD AND CURATE ACCESSIBLE CULINARY ENTERTAINMENT THROUGH LOCAL PRODUCE (FOOD AND WINE), EVENTS AND WINERY EXPERIENCES

DELIVERABLE	DESCRIPTION	PRIORITY ACTIONS FIRST NEXT STEPS	WHO OWNS IT
2.2 EVENT FOCUS: **Developing a stronger regular synchronised calendar of events across the region as demonstrations of the brand offer**	▪ Events and activities: Create a suite of seasonal food and wine experiences across the regions to build more regular 'reasons to come'	**ACTION 1. Branded event creation** Conduct an events audit and identify one or two opportunities for each region to develop a new food and wine event or experience ideally combined with live music either on-site in wineries or novel locations. Examples only below to guide actions: ▪ Wine and wildlife: Haps Gap Zoo and Grampians Estate. A Grampians version of Jazz Twilights at the Zoo during shoulder periods ▪ Wine hikes: A popular innovation from consumer research an opportunity for the Pyrenees alongside novel accommodation (Glamping near the Vines) ▪ Dream time at Brambuk: A celebration of the change of the season. A toast to heritage inspired by Indigenous produce ▪ Bastille Festival for the Pyrenees: Paint the town red, white and blue. A homage to French name origins and wine varietals ▪ Create a dining/ food and wine drawcard per season such as a progressive degustation	▪ Tourism bodies
		ACTION 2. Edu-tainment experiences: ▪ Create edu-tainment series through a leading winery in each region. For instance: Create one or two 'masterclass sessions or series" trials with winemakers or chefs to bring a focal point for special events, activities. Encourage brand appropriate celebrity chefs, foodies or fashion icons to host or promote	▪ Winemaker and winemaker association led
		ACTION 3. Continue supporting the current festivals and bring together more opportunities for food and wine pairing, edutainment and live music. Experiment with new and novel forms of accommodation	

PILLAR 2: PRODUCT

BUILD AND CURATE ACCESSIBLE CULINARY ENTERTAINMENT THROUGH LOCAL PRODUCE (FOOD AND WINE), EVENTS AND WINERY EXPERIENCES

DELIVERABLE	DESCRIPTION	PRIORITY ACTIONS FIRST NEXT STEPS	WHO OWNS IT
2.3 ENHANCE EASE, VISIBILITY AND WAY- FINDING FOCUS	Make the regions easy to find as food and wine regions through: ▪ SEO ▪ Provision of timely digital information ▪ Offline visibility and wayfinding ▪ Digital delivery of maps and itineraries to capitalise on 'impulse' visitation	**ACTION 1. Develop self guided tour and itineraries and ensure they are linked to:** ▪ Digital channels ▪ Geo-located maps (Google for example) and also ▪ Produced as collateral for Information Centres and accommodations (see Action 3 below)	▪ Stakeholder task force
		ACTION 2. Wine touring signage and wayfinding in Grampians Develop road signage for the Grampians wine region in particular. Enhance ease of finding and planning through 'touring' visibility	▪ Shire councils
		ACTION 3. Ensure regions' owned distribution channels have information and maps (Visitor Centres and Civic Hubs) Ensure availability of collateral; itinerary suggestions,maps and events	▪ Shire councils and tourism bodies
2.4 ACCESSIBILITY FOCUS	▪ Enhance accessibility of the food and wine offer within regions.	**ACTION 4. Develop a centralised cellar door experience or shuttle buses (or both)** ▪ Investigate feasibility of showcasing the regions food and wine produce in one central high traffic area hub to optimise awareness and enhance conversion to visit or purchase ▪ Trial shuttle buses on 'tasting trails' ▪ Use these as activities to galvanise the culinary community	▪ Shire councils lead

PILLAR 2: PRODUCT

BUILD AND CURATE ACCESSIBLE CULINARY ENTERTAINMENT THROUGH
LOCAL PRODUCE (FOOD AND WINE), EVENTS AND WINERY EXPERIENCES

DELIVERABLE	DESCRIPTION	PRIORITY ACTIONS FIRST NEXT STEPS	WHO OWNS IT
2.5 INFRASTRUCTURE FOCUS Attract investment and premiumise tourism infrastructure over time including: ▪ Restaurants, accommodation, accessible cycling trails, fun and novel activities.	Upgrade tourism related food and accommodation product to align more competitively with the expectations of the modern traveller	**ACTION 1: Investigate short-term solutions to the accommodation 'style' issue** Capitalise on consumer trends towards simplicity and nature. Specifically; develop and promote glamping product and/or tiny cabins such as Shackys. Trial through event periods	▪ Stakeholder task force
		ACTION 2: Dining/restaurants: Attraction of chefs and restaurants to the region ▪ Create business cases to drive development and attract talent	▪ Shire councils
		ACTION 3. Investment and infrastructure: Accommodation ▪ Create business case for investment in region for more rooms with 5 star luxury/wellness and on trend opportunities	▪ Shire councils
		ACTION 4. Develop and promote safe mountain and off-road cycling and/or investigate hiking or walking trails between wineries	▪ Shire councils

PILLAR 3: PEOPLE

CULTIVATE BEST PRACTICE THROUGH A CO-OPERATIVE AND COHESIVE REGION-WIDE SYSTEM OF EDUCATION, RECOGNITION AND REWARD

DELIVERABLE	DESCRIPTION	PRIORITY ACTIONS FIRST NEXT STEPS	WHO OWNS IT
3.1 CO-OPERATION: RESOURCE AND FUNDING	Formalise key stakeholder groups: ▪ Establish a taskforce of regional stakeholders with clear roles and responsibilities. Actions (left) describe immediate priorities	**ACTION 1. Appoint a project manager to focus on delivering short term (first 18 months) of the marketing component of the Masterplan**	▪ Stakeholder task force
		ACTION 2: Create a culinary tourism stakeholder taskforce across the region and assign clear roles and responsibilities to each stakeholder based on the outcomes of this Masterplan	▪ Stakeholder task force
		ACTION 3: Establish a 'culinary community' for the Western Highlands region to develop and promote food and wine from the region through all touch-points	▪ As above
		ACTION 4: Continue to leverage the tourism work (channels and relationships) provided by the Tourism bodies and enable them to develop the culinary side of the regional brand in their marketing communications	▪ As above (Tourism bodies lead)
		ACTION 5: Use of digital collaboration hubs for stakeholders. Create more timely sharing networks through linked digital collaboration hubs like Base Camp or Google and provide training	▪ Stakeholder task force
		ACTION 6: In the short term ensure marketing focus is on the best experiences (view, edutainment, complementary activities) to provide a focus point for the region, ensuring they connect with the consumer drivers of culinary tourism	▪ Tourism bodies lead

PILLAR 3: PEOPLE

CULTIVATE BEST PRACTICE THROUGH A CO-OPERATIVE AND COHESIVE
REGION-WIDE SYSTEM OF EDUCATION, RECOGNITION AND REWARD

DELIVERABLE	DESCRIPTION	PRIORITY ACTIONS FIRST NEXT STEPS	WHO OWNS IT
3.2 OPTIMISATION OF CAPABILITY Ongoing improvement of cellar door experiences to attract tourists and optimise conversion to sales	▪ Set standards of excellence and upskill operators ▪ Provide incentive to develop competitive cellar door offer through education, recognition and support ▪ Education, programmes and partnerships ▪ Consider partnership with relevant 'food/event/hospitality' TAFES	**ACTION 1: Consider and scope the creation of a cellar door accreditation, recognition or ranking system which enables those who have completed training and/or achieved minimum standard to be promoted in collateral and included on the tasting trail. (Similar to the Barossa accreditation approach as a broader example)** Reward winemaker compliance with the promotion of their cellar doors through premium tourism channels, offers and promotions	▪ Stakeholder task force
		ACTION 2: Align or partner with a TAFE specialising in hospitality, events and food and wine to deliver an education programme (i.e. William Angliss) to run as a series of bespoke webinars to up skill operators to support Action 1 (above)	
		ACTION 3: Develop marketing strategies focussing on promotion of 'signature' wineries for the region in order to provide an anchor and draw card for the consumer experience. (These should be identified in the brand development work for each region).	

PILLAR 3: PEOPLE

CULTIVATE BEST PRACTICE THROUGH A CO-OPERATIVE AND COHESIVE
REGION-WIDE SYSTEM OF EDUCATION, RECOGNITION AND REWARD

DELIVERABLE	DESCRIPTION	PRIORITY ACTIONS FIRST NEXT STEPS	WHO OWNS IT
3.3 SUCCESS METRICS	Design and agree success metrics: • Create success metrics and build appropriate measurement tools including cellar door measurements • A more accurate NVS regional analysis and longer term brand health tracking	**ACTION 1: Develop a centralised cellar door visitation database. Develop a plan which enables operators to simple capture who is visiting, where they are from and whether they purchase** For instance (to be scoped and developed): • Purchase iPad or tablets for cellar doors and load /connect 'database ' software • Enable consumers to fill in their details upon arrival at cellar door or when tasting wine	• Stakeholder task force • Winemaker associations
		ACTION 2: Better align NVS data with Grampians and Pyrenees tourism regions Request dedicated quarterly updates segmented by destinations in the Grampians tourism and Pyrenees tourism regions. Aim to add Halls Gap and Great Western as destinations within the Grampians region	• Tourism bodies lead
		ACTION 3: Develop brand health tracking through larger quantitative brand health measurement. Agree key measurement terms: Awareness, brand associations, consideration, intention to visit, reasons to visit, overall appeal	• Stakeholder task force

ROLES AND RESPONSIBILITY SUMMARY

LEADERS OF PROJECTS

TOURISM BODIES	WINEMAKERS ASSOCIATIONS	SHIRE COUNCILS
- Brand projects - Communication strategy - Channel planning - Digital strategy and integration - Leading and collaborating with ideation for events and experiences as an expression of brand - Championing the food and wine story of the regions with Visit Victoria to ensure inclusion in their culinary strategies - Building, selling, promoting tourism packages around key brand experiences - Building branded content: Such as itineraries, maps, and offers optimised for mobile channels	Trade elements of the proposed communication strategy: - Further development of trade relationships, communication and events (see below). Continue progress identifed within owned marketing plans - Retail promotions of their regions signatures - Continuing events and ideation for new events Consultation regarding cellar door experiences and trial: - Communication and promotion of education and upskilling of producers with cellar doors - Success metrics development and assistance with compliance at regions' cellar doors	- Leading the conversation regarding food and wine (culinary) community/partnership development: Creating cross promotional programmes within regional cafes, outlets - Attraction of investment for infrastructure or trials around restaurants, accommodation, dining experiences, cellar door - Signage in Grampians - Feasibility of wine hikes/cycling trails - Creation of education and upskill programmes - Event calendar development with tourism and winemakers - Development of success metrics; software and hardware investment. Provision of economic development indicators for tracking.

Appendices

Appendix 1:
Summary of Masterplan pillars, strategies and currently aligned stakeholder strategy plans

Appendix 2:
The Action Plan.First 18 months: 12 point plan: Preparation, activation and experimentation

The Action Plan. 18 months+: Guideline plan: Build from success stories

Appendix 3:

Brand Pyramids for Grampians wine and Pyrenees destinations

Appendix 4:
Visit Ballarat Lifestyle Leader Survey "Awareness of wine regions" Graph

Appendix 5:
Stakeholder Priorities (Engagement outcomes)

Appendix 6:
Audit Documents reviewed

APPENDIX 1:

Summary of Masterplan pillars, strategies and currently aligned stakeholder strategy plans.

1. Profile.
Build Profile
and Reputation

DELIVERABLE	DESCRIPTION	CURRENT RELEVANT STRATEGIES
1.1 BRAND STRATEGY: Develop both regional brands and link through place name	▪ Develop clear and seamless brand stories for each of the Pyrenees and Grampians wine regions ▪ Link together through naming protocol for instance the 'Western Highlands of Victoria'. (Working suggestion) for the purposes of tourism marketing and shared events involving food and win consumers	▪ Grampians Wine Marketing and Brand Plan 2017 ▪ Pyrenees Shire Council Tourism Strategy 2016-2019 (page 7)
1.2 INTEGRATED REGIONAL COMMUNICATION STRATEGY	▪ Develop an integrated communication strategy that intercepts target consumers along the path to purchase	▪ Grampians Wine marketing and brand plan. (Consumer and trade communications)
1.3 DIGITAL OPTIMISATION	▪ Integrate and connect all current digital touchpoints for regions' to product, wineries, food, markets, events and accommodation under the tourism website	▪ Mt. Langi Ghiran Scenic Route and Tourism Development Project 2017

KEY RECOMMENDED STRATEGIES AND FIT TO CURRENT STRATEGIES IN REGION

DELIVERABLE	DESCRIPTION	CURRENT RELEVANT STRATEGIES
2.1 CULINARY EXPERIENCE – FOOD FOCUS	▪ Curate, create and invest in food and wine product offers that be fit the brand stories	▪ Mt. Langi Ghiran Scenic Route and Tourism Development Project 2017 (Wine tourism focus)
2.2 CULINARY EXPERIENCE – EVENTS FOCUS	▪ Creation of events and experiences that tell the regional food and wine story in a new way ▪ Integration of food and wine experiences into current events	▪ Pyrenees SC Tourism Strategy 2016-2019. (General events focus ▪ Grampians Wine marketing and brand plan 2017. (Events focus)
2.3 EASE AND OPPORTUNITY	▪ Make the regions easy to find as food and wine regions through: 　▪ Provision of timely digital information 　▪ Offline visibility and wayfinding	▪ Mt. Langi Ghiran Scenic Route and Tourism Development Project 2017. (Geofencing technology/ Directional signage) ▪ Pyrenees SC Tourism Strategy 2016-2019. (Better visitor information)
2.4 ACCESSIBILITY	▪ Take it to the people: 　▪ Enhance accessibility of the food and wine offer within regions	
2.5 ATTRACT INVESTMENT AND PREMIUMISE INFRASTRUCTURE	Improve infrastructure over time including: ▪ Restaurants, accommodation, accessible cycling trails, fun and novel activities	▪ Pyrenees SC Tourism Strategy 2016-2019. (Reference to accommodation)

2. Product. Product and Experience Development

3. People. Cultivate Best Practice

DELIVERABLE	DESCRIPTION	CURRENT RELEVANT STRATEGIES
3.1 CO-OPERATION: RESOURCE AND FUNDING	• Formalise key stakeholder groups to implement and shepherd strategies	• The formalisation of cooperative working group or association is part of all winemaker associations, tourism bodies and Shire councils plans as evidenced by the Masterplan project itself
3.2 OPTIMISATION OF CAPABILITY	• Set standards of excellence and upskill operators	• Mt. Langi Ghiran Scenic Route and Tourism Development Project 2017. (Professional development across all operators) • Pyrenees SC Tourism Strategy 2016-2019. Page 32
3.3 SUCCESS METRICS	• Design and agree success metrics	• Pyrenees SC Tourism Strategy 2016-2019 • Grampians Winemaker strategic marketing and brand plan 2017

APPENDIX 2:

The Action Plan: First 18 months.12 point plan:
Preparation, activation and experimentation

The Action Plan: 18months + Guideline plan:
Build from success stories

THE ACTION PLAN: 18 months

YEAR 1 – 2: 12 POINT PLAN: PREPARATION, ACTIVATION AND EXPERIMENTATION

ACTIONS	NEXT STEPS	WHO	JOBS TO BE DONE FIRST 6 MONTHS
1. Regional wine task force	Build a stakeholder task force for developing the region as a culinary destination: Assign roles and responsibilities	PCG	▪ Agree top priorities for activation ▪ Agreed brief and objectives for Project Manager ▪ Establish meeting protocols and governance ▪ Agree benchmark metrics for measurement ▪ Council to develop approach using all contacts to develop a culinary community
2. Appoint project manager	Recruit and hire	PCG/Project Manager (PM)	▪ Review and develop target for funding sources to be applied to each area of the Masterplan as per first actions below
3. Create culinary community and promote local produce (cross promote to enhance visibility)	Create key community of influencers	COUNCIL	Build list of regional assets and agree 'star/hero' products, experiences, people/personalities in relation to these categories: ▪ Wine, winemakers, cellar doors, restaurants, cafes, fresh produce, markets, other food experiences. Create a plan for integration of local food and wine into cafes ▪ Consider a programme that rewards promotion and serving of local produce via feature in tourism and local government promotions ▪ Build the profile of existing farmers markets and develop product/experience ▪ Leverage food wine experiences
4. Event audit and strategy sharing with councils	Audit and collaborate for cross regional seasonal event and experience calendar	PM/TOURISM	▪ Audit events across region ▪ Identify key seasonal gaps especially for long weekends to optimise overnight trip opportunity ▪ Work with councils to develop brand appropriate events ▪ Do one thing different in each region ▪ Signature events for each region plus subsidiary events involving good food, wine and music ▪ Piggy back events in local area with wine and food offer i.e. Wine and Wildlife, Bastille Celebration
5. Digital audit and alignment	Audit all digital content and link appropriate content to tourism and winemakers sites	TOURISM LEAD	▪ Progress digital strategy within overarching communication strategy ▪ SEO across all sites ▪ Migrate and translate current maps and itineraries to digital mobile formats
6. Brand strategy	Develop brand frameworks for Grampians and Pyrenees as discrete own brands Develop narrative for use by wineries and food producers to align and underpin brand proposition Connect with geographic place name that links the regions for tourism marketing purposes	TOURISM LEAD	▪ Build brand strategies ▪ Develop narrative and toolkit for use by operators and stakeholders ▪ Use this as stimulus/muse for development of distinctive experiences, events and activities

THE ACTION PLAN: 18 months

YEAR 1 – 2: 12 POINT PLAN: PREPARATION, ACTIVATION AND EXPERIMENTATION

ACTIONS	NEXT STEPS	WHO	JOBS TO BE DONE FIRST 6 MONTHS
7. Integrated communications strategy	Develop a comprehensive communications plan for the region, which shows different, targets, path to purchase, events, budgets, timing, channels and messaging	PM/PCG	▪ Leverage all work to date to develop a Masterplan for outbound communication (mainstream media, digital presence, social advertising and urban presence 'pop ups') ▪ Set shared budget for promotion of regional brand experiences throughout year
8. Develop tasting trail	Build a tasting trail for both regions independently and link together by the Western Highlands for marketing purposes	PROJECT MANAGER	▪ Include best practice operators and cellar doors ▪ Produce that heroes the region ▪ Signature experiences ▪ Celebrity/ambassadors/personalities ▪ Use as a focal point for marketing and PR
9. Experiment with centralised cellar door experience and shuttle bus and/or greater visibility in local regions.	Trial a central cellar door tasting experience within areas like Halls Gap, Ararat, Stawell and Avoca	COUNCIL	▪ Develop a central cellar door concept plan to bring to life the culinary experience of the region and make the produce more accessible ▪ Find shared space for initial trial or pop-up purposes during long weekends ▪ Cost and trial shuttle bus or transport options
10. Develop cellar door measure-ment system: trial at the centralised experience	Find a platform that can be used by cellar doors which involves no effort. i.e. iPad sign in and registration – can also double as mailing list acquisition	PM	▪ Source and cost appropriate platform ▪ Consult with winemaker associations to agree best platform and process ▪ Trial at a centralised cellar door experience to ▪ Soft launch and learn
11. Establish suc-cess metrics	Build measurement plan Consider other wine reputation measurement tools available through wine industry	TOURISM LEAD	▪ Link to cellar door measurement as above ▪ Lobby for change of NVS data reporting to align with regions more appropriately ▪ Cost and develop brand health metrics as part of destination brand monitoring
12. Optimise ac-commodation op-portunity	Audit and list all accommodation to find heroes for promotion Package deals and drive consideration through food/wine packages	TOURISM LEAD	▪ Encourage operators to develop packages deals and partner with other products to develop more gourmet offering ▪ Promote packages through all stakeholders channels ▪ To trial ability to drive conversion

THE ACTION PLAN: 18 months +

BUILD FROM SUCCESS STORIES

ACTIONS	WHO
1. DEVELOP INTERACTIVE WINE REGION MAPS WITH SIGNATURE PRODUCT AND EXPERIENCES	TOURISM LEAD
2. INVESTMENT PLANS FOR INFRASTRUCTURE: - Dining - Accommodation - Events - Cycling trails	COUNCIL
3. EXPERIMENT WITH NOVELTY ACCOMMODATION OPTION: Become a leader in a new style of indulgent accommodation	COUNCIL
4. EVOLVE MARKETING TO FOCUS ON TRADE AND INFLUENCERS MORE HEAVILY	WINEMAKERS
5. COST AND IMPLEMENT SIGNAGE AND VISIBILITY PROGRAMME IN THE GRAMPIANS	COUNCIL
6. DEVELOP AND TRIAL SIGNATURE MENUS OR FOOD EVENTS	CULINARY COMMUNITY
7. DEVELOP AND TRIAL EDUTAINMENT OFFERS WITHIN CELLAR DOORS OR CENTRALISED CELLAR DOORS	COUNCIL AND WINE MAKERS
8. DEVELOP AND TRIAL POP UP RESTAURANTS WITH WINERIES	TOURISM TASK FORCE AND WINEMAKERS
9. INVESTIGATE FEASIBILITY OF SIGNATURE EXPERIENCE For instance: Wine and Waterfalls Wine Hikes	TOURISM TASK FORCE

APPENDIX 3:

Brand Pyramids

Pyramid 1: Grampians wine Brand Pyramid

Brand Essence

Balance, timeless Shiraz

Brand Personality

Ageless, distinctive yet familiar, honest and pure, energetic grounded

Brand Values

Fruit purity, high quality, connected to land over time, shared with family and friends

Emotional Benefits

Functional Benefits

- Popular variety
- Popular style
- Holiday discovery

- Connection to nature
- Icon brands halo to all
- Sense of space, ease, genuineness

Attributes

Old Vines, Signature Variety (Shiraz), Pedigree, cool climate, connection to stunning scenery, not over-hyped (best kept secret)

Pyramid 2: Pyrenees Brand Pyramid

Essence
Unearthed; Ready to be discovered

Values
Friendly, knowledgeable, passionate, service, excellence, genuine, engaging

Personality
Authentic, passionate, adventurous, approachable, respected, real, proud, committed, caring, down to earth

Benefits
Visitors: shared experiences, personal reward, renewal, indulgence
Community: authentic, living, pride of place, sense of belonging, economic sustainability

APPENDIX 4:

Visit Ballarat: Awareness of wine regions amongst Lifestyle Leaders (Melbourne)

Which of the following Victorian wine regions have you heard of?

Region	Percentage
Yarra Valley	93%
The Mornington Peninsula	77%
Rutherglen	64%
The Grampians	57%
Heathcote	51%
The Bellarine Peninsula	47%
Great Western	36%
The Pyrenees	35%
King Valley	34%
The Western Highlands	14%
None of these	1%
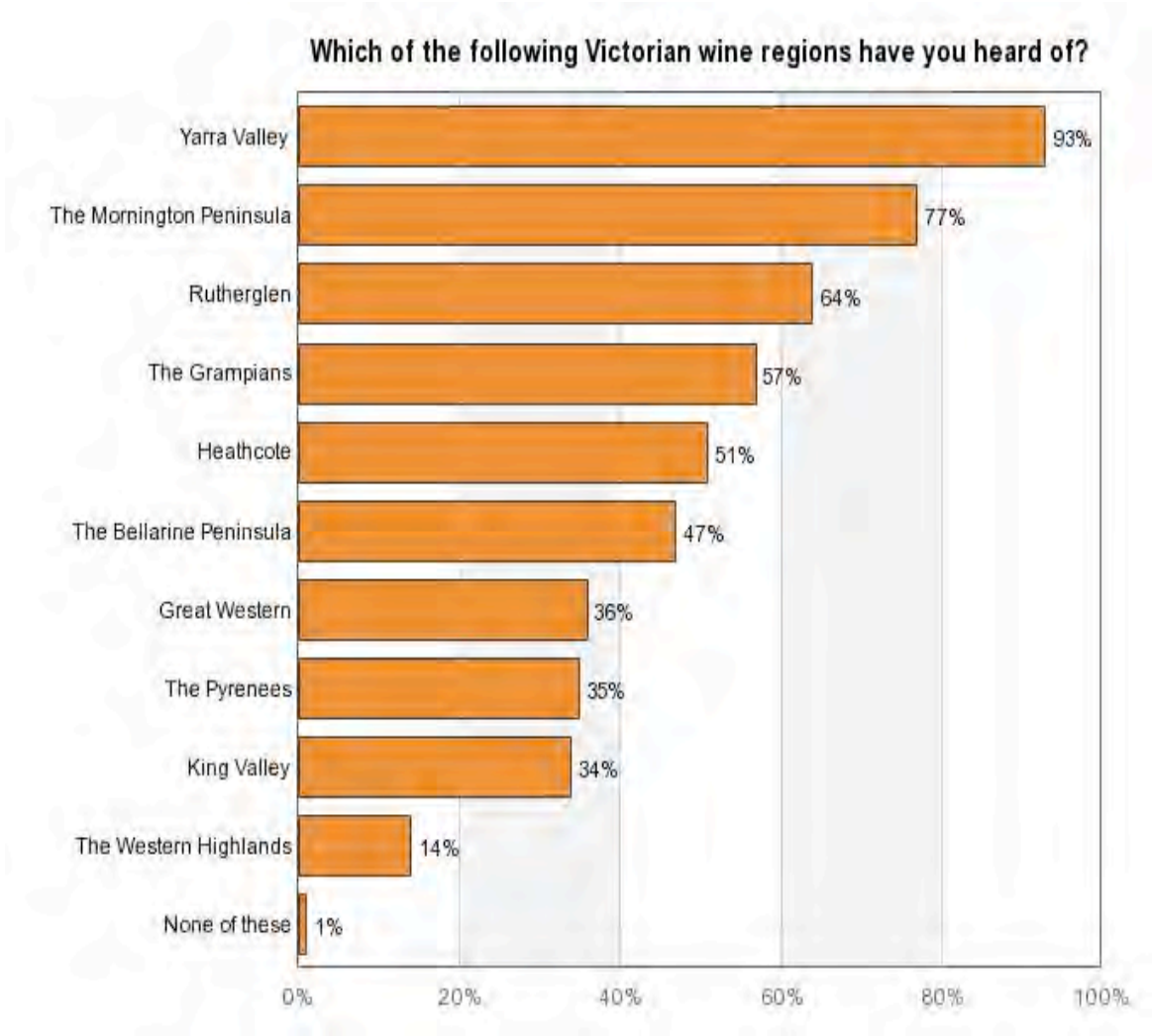
N= 250 Lifestyle Leaders
Qu: As above. Select all that apply.
Visit Ballarat Lifestyle Leader survey 2017

APPENDIX 5:

Stakeholder Priorities

Stakeholder Engagement in Stages 2 and 3 of the Masterplanning process highlighted their top priorities for attention in the Masterplan.

QU: From the list of options below please select up to (5) options that you consider to be the regions top priorities over the next two years.

Pyrenees n = 11   Grampians n = 8   Administration = 3

PRIORITIES	ALL	PYRENEES	GRAMPIANS
Marketing into Melbourne	77%	82%	75%
Brand Story	68%	64%	75%
Fun activities	50%	46%	50%
Partnerships within region	59%	55%	75%
Visibility and way-finding	50%	45%	50%
Itineraries and planning	45%	36%	50%
Social media content	45%	46%	50%
Strong event calendar	32%	28%	37.5%
Signature varietals	32%	36%	25%
Product within region	14%	9%	12.5%
Package deals	18%	36%	0
Cellar door pleasure	5%	9%	0

APPENDIX 6:

Audit documents reviewed

1. Victorian Wine Industry Development Strategy 2017-2021
2. Wine Tourism Market Profile YE June 2014 Tourism Victoria
3. Tourism Research Australia: National Visitor Survey YE 2016
4. Grampians Wine Marketing and Brand Plan 2017
5. Pyrenees Region Visitors Guide
6. Grampians Visitor Guide
7. Pyrenees Shire Tourism Strategy 2016-2019
8. Pyrenees Wine Tourism Marketing Plan 2012
9. Visit Ballarat Tourism Strategy 2017
10. Grampians Destination Plan and Investment road map. 2013
11. Wine Federation Australia. Harnessing the tourism potential of wine and food in Australia.2020.
12. Mt. Langi Ghiran Scenic Route and Tourism Development Project 2017
13. Grampians Qualitative Research Consumer Needs & Understanding 2013
14. Visit Ballarat Lifestyle Leaders Research March 2017
15. The Cellar Door as a catalyst for wine consumption changes. Ehrenberg – Bass Institute University of SA. 2015
16. The Cellar Door Report. Margaret River Region. 1997. Edith Cowan University.