Wine Business Institute
Research Summit 2020

Navigating Uncertainty
Insights from Wine Business & Research Leaders

07.15.2020
wbiresearchsummit.sonoma.edu

Sponsored by: Rabo AgriFinance
Table of Contents

Page 3  SCHEDULE AT A GLANCE
Page 5-7, 9-10  SCHEDULE DETAILS
Page 12-13, 15-17  SPEAKER BIOS
Page 19-21  WBI BOARD MEMBERS
Page 22-23  WINE BUSINESS CASE RESEARCH JOURNAL

Thanks to the Sonoma County Winegrowers for providing the studio for the Summit.

Join the Conversation.

@winebizssu  #WBIResearchSummit
9:30 a.m.  
**SUMMIT BEGINS**


**MANAGING CASH FLOW AND DECIDING TO SUSTAIN OR CHART A NEW COURSE**

**SUSTAINING THE WINE INDUSTRY DURING AND AFTER THE PANDEMIC: GO LOCAL? GO SOCIAL?**

**RETHINKING THE ROUTE TO CONSUMER**

**WHAT ARE CONSUMERS THINKING? FREE RESOURCES TO HELP NAVIGATE THE UNCERTAINTY**

**AN ALTERED LANDSCAPE FOR DIGITAL MARKETING**

**THE CONNOISSEUR’S GUIDE TO COLLECTING AND ANALYZING FINE DATA**

**PRICING IN THE DIGITAL WORLD**

**LIVE STREAM TASTINGS**

**2020 POLITICS AND WINE: RED, WHITE, & THE UNKNOWN AMIDST A PANDEMIC**

12:30 p.m.  
**SUMMIT CLOSES**
The Sonoma Wine Executive MBA is the only program of its kind in the U.S. Students have prime access to expert faculty and a world-class wine business education located at the intersection of Napa, Sonoma, and San Francisco. The program equips students with wine business knowledge and industry-specific tools to become leaders and innovators in today’s competitive global wine market. Courses are held in the Wine Spectator Learning Center, home of the Wine Business Institute.

**DURATION:**
17 months

**SCHEDULE:**
Fridays/Saturdays
Alternating Weekends

**PROGRAM START:**
April

**APPLY BY:**
February 28

**LOCATION:**
Sonoma State University Campus

**WORK EXP. REQUIRED:**
8 years, Including 2 Years in Wine Industry

**GMAT OR GRE REQUIRED:**
No

**VISA ELIGIBLE:**
Yes

**FINANCIAL AID & SCHOLARSHIPS:**
Yes

**INTERNATIONAL INTENSIVE:**
Yes

“I had 20 years of finance experience but felt I had plateaued at a controller level. I decided to add a feather to my cap and when I was introduced to the Wine Executive MBA at Sonoma State University, I knew my search was finished. In the program, I felt I had unparalleled exposure to a network of wine industry leaders. I was able to make an immediate improvement in staff management in a labor constricted market, and apply my learning to our strategic program as director of the Board of Appellations St. Helena.”

Claire Hobday, Class of 2018
CFO, C. Mondavi

Grow Your Wine Career

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Social: @sonomasbe #SonomaMBA
**Summit Begins** | 9:30 a.m.

Ray Johnson, Executive Director, Wine Business Institute
School of Business and Economics, Sonoma State University

Karen Moranski, Ph.D., Interim Provost and Vice President of Academic Affairs
Sonoma State University

Damien Wilson, Ph.D., Hamel Family Chair of Wine Business
School of Business and Economics, Sonoma State University

**COVID-19, the Economy in 2020 and 2021: How Can the Economy Rebound?**

Robert Eyler, Ph.D., Professor of Economics & Senior International Officer
Sonoma State University

Dr. Robert Eyler will discuss where the macro economy may be going in the wake of COVID-19, the forecasts for 2021 to 2023, and how the wine industry and our area may fare economically in the months ahead. An emphasis on opportunities is woven throughout the presentation.

**Managing Cash Flow and Deciding to Sustain or Chart a New Course**

Terry Hill, Partner
BPM’s Advisory Practice

Emerging and middle market companies commonly lack the people, systems, and processes to leverage the information in their business. It’s normal and it happens in the wine business too. But what happens when you need to deal with a global pandemic, manage through the adverse effects of diminished business, and drive rapid decision-making? Will your legacy business be able to sustain? What are the cash requirements to support it? Did you make changes to your cost base and / or change directions with products, channels, and pricing? Did that provide you with an adequate runway to last into the near-term future? If changes won’t be enough, is it time to build your “War Chest” to harvest value out of the business? We will discuss concrete examples of how to leverage the finance function in your business, most notably to gain an understanding of cash requirements, to sustain, chart your new course, or harvest value and protect yourself.
SUSTAINING THE WINE INDUSTRY DURING AND AFTER THE PANDEMIC: GO LOCAL? GO SOCIAL?

Armand Gilinsky, Jr., Ph.D., Korbel Professor of Wine Business
School of Business and Economics, Sonoma State University

The near-term economic impact of the COVID-19 pandemic on the California wine industry includes losses of $4.2 billion, displacement of 16,000 jobs, and $600 million shortfalls in tax revenues. Is survival likely to be contingent upon sustainable local networks, social networks, or on tax breaks granted by government policy makers? Is a shake-out of the weakest wineries imminent? Will that be good for the system (but bad for the victims)? Six case vignettes present wine businesses’ actions and pivots, offer advice on adaptation, provide guidance for managers, and prompt a discussion about how to address these challenges.

REMARKS FROM RABO AGRIFINANCE

Jill Jelacich, General Manager - Pacific
Rabo AgriFinance

RETHINKING THE ROUTE TO CONSUMER

Stephen Rannekleiv, MBA, Global Sector Strategist Beverages
Rabo AgriFinance

The COVID-19 pandemic has wreaked havoc on much of the wine industry in the first half of 2020, but the current crisis will have a lasting impact on consumer behavior, as well as the industry landscape. We will take a brief look at some of the most important changes we expect to see in the U.S. wine market in the coming years, and how wineries should be thinking about preparing to effectively engage consumers moving forward - including some examples of innovative strategies from beverage companies around the world.
**WHAT ARE CONSUMERS THINKING? FREE RESOURCES TO HELP NAVIGATE THE UNCERTAINTY**

Karen Daenen, MLIS,  Director of Research & Consumer Insights  
Jackson Family Wines

How is Covid-19 changing their buying behaviors? What do I need to focus on? In these confusing times, many research organizations are offering resources and guides to help make sense of the current consumer mindset. Join us as we highlight several of these resources to help navigate these uncertain times, craft relevant messaging, and define channels to reach and engage them.

**AN ALTERED LANDSCAPE FOR DIGITAL MARKETING**

Pierre Costa, MBA, Adjunct Professor of Wine Business  
School of Business and Economics, Sonoma State University

Digital marketing is an essential part of e-commerce. With the rise of e-commerce, wineries need to shift their marketing strategies and adopt digital as a core drive for their brands and sales. Consumers are very demanding and expect to be engaged along the sales journey. We will present a modern approach to e-commerce using digital marketing strategies including social marketing, content marketing, website optimization, and predictive models. We will include an example of online consumer behavior analysis and actionable insights.
The online Certificate in Wine Business Management builds and strengthens comprehensive knowledge of wine business fundamentals, including wine commerce and trade, marketing and sales, finance and accounting, e-commerce, business issues associated with viticulture and winemaking, and regulatory issues.

COURSES REQUIRED:

FOUNDATION LEVEL:
Introduction to Wine Business

INTERMEDIATE LEVEL: *
Survey of Key Drivers in a Wine Business

ADVANCED LEVEL (CHOOSE TWO): *
Direct to Consumer Marketing & eCommerce
Wine Sales Management
Wine Production & Operations from a Business Perspective
Strategic Wine Marketing
Financial Management & Strategy

* Successful completion of the Foundation and Intermediate courses fulfills the two-year industry experience requirement for admission to the Wine MBA, Wine Executive MBA, and Global Wine Executive MBA programs.

“IT IS VERY USEFUL TO UNDERSTAND THE U.S. MARKET. AS A FOURTH GENERATION VINTNER, THE WINE BUSINESS MANAGEMENT PROGRAM IS HELPING ME TO BECOME A TOP WINEMAKER. I NOW UNDERSTAND WHAT IS IMPORTANT IN PLANNING AND DESIGNING A WINE PROJECT OR BUSINESS.”

Andres Vignoni ’18,
Winemaker, Viña Cobos, Argentina

DURATION: +/- 12 Months
PROGRAM START: Winter, Spring, or Fall
LOCATION: Online
WORK EXP. REQUIRED: None

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Social: @sonomasbe #WineBizInstitute
THE CONNOISSEUR’S GUIDE TO COLLECTING AND ANALYZING FINE DATA

Samual Riewe, M.A., Adjunct Faculty of Economics
School of Business and Economics, Sonoma State University

Are you collecting data with a purpose? Is your wine club marketing strategy measured using casual evidence? Have you ever set up a Randomized Control Trial (RCT)? If the answer is no, let’s change that. In this talk, we’ll examine the process for developing a data-driven strategy to reduce wine club attrition using RCTs and Survivor Analysis.

REMARKS FROM THE SBE DEAN

Jean-Francois Coget, Ph.D., Dean
School of Business and Economics, Sonoma State University

PRICING IN THE DIGITAL WORLD

Steven Cuellar, Ph.D., Professor of Economics
School of Business and Economics, Sonoma State University

The recent pandemic and the subsequent self-quarantining and social distancing has resulted in a shift in behavior towards online purchases. Whether this is a one-time bump in online purchasing behavior or a long-term change, understanding on-line consumer behavior is vital to successful e-commerce. Pricing analytics in the online world is just as vital as pricing in the offline world. However, while pricing analytics in traditional brick and mortar retail is well established, pricing analytics in the digital world remains a mystery. This is because the data for online purchases is fundamentally different than the data for traditional retail. This presentation will show you how online data can be used to understand consumer purchasing behavior, optimize price, forecast the effects of price changes, engage in dynamic pricing, and measure the effects of promotion.
**Live Stream Tastings**

**Kat Stark, M.ED., Director of Wine.com Experiences**

Wine.com, the nation’s leading online wine retailer, launched a virtual tastings program in April 2020. This program includes live-streamed wine and spirits tastings with leading winemakers, personalities, and celebrities in the industry. By June, over 20 tasting events have been held, reaching over 40,000 households. Kat will discuss why Wine.com made the decision to host these tastings, the factors that helped make them so successful, and why they believe these events will be an integral part of the future of the industry.

**2020 Politics and Wine: Red, White, & the Unknown Amidst a Pandemic**

**David McCuan, Ph.D., Professor of Political Science**

School of Social Sciences, Sonoma State University

The 2020 Election Cycle is like no other. A global pandemic, economic uncertainty, consumer and voter angst, along with rapidly changing demographics have all collided to throw the pace of change in our politics and economic climate. Since our Summit last summer, everything has changed - and yet the writing was on the wall for what was to come.

Join us as we examine the conditions, both macro- and micro-focused, affecting outcomes and directions for the rest of the year, climaxing in the 2020 U.S. presidential election. We will want to examine how the clash of our politics is affecting individual behavior and specific election contests up and down the ballot, within our region, and throughout the country. All politics has now become *glocal*.

**Summit Closes | 12:30 p.m.**
Sonoma’s one-of-a-kind Global Wine Executive MBA is a low-residency program which offers an innovative, integrated curriculum and the opportunity to study with the same distinguished wine business faculty as our campus-based program. Students complete three-month segments of online classes and attend residential leadership intensives in both the U.S. and abroad.

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<td>Low Residency</td>
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<tr>
<td><strong>PROGRAM START:</strong></td>
<td>April</td>
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<tr>
<td><strong>APPLY BY:</strong></td>
<td>February 28</td>
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<tr>
<td><strong>LOCATION:</strong></td>
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<td><strong>WORK EXP. REQUIRED:</strong></td>
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<td><strong>VISA ELIGIBLE:</strong></td>
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<td><strong>FINANCIAL AID &amp; SCHOLARSHIPS</strong></td>
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<td><strong>INTERNATIONAL INTENSIVE:</strong></td>
<td>Yes</td>
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“The program exposed me to different business models and made me a better business partner. Our family was in the middle of constructing Hyde Estate Winery and I wasn’t sure about the business plan once the building was completed. The Wine Executive MBA program provided resources - the wine business-focused curriculum and network of fellow students and professors - that helped me explore and develop our new winery into the successful business it is today.”

Chris Hyde, Class of 2015
General Manager & Owner, Hyde Vineyards
President & Owner, Hyde Estate Winery
Director of Viticulture, HDV Winery

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JF Coget, Ph.D.  |  Dean
School of Business and Economics at SSU

Jean-Francois Coget joined Sonoma State University as dean of the SBE on July 1, 2020. Prior to that, he served for 14 years at Cal Poly, San Luis Obispo as associate dean, chair of the management, human resources, and information systems area, and professor of organizational behavior. JF is passionate about teaching. Besides organizational behavior and human resources, JF also taught a popular wine business consulting course. His intellectual interests encompass creative leadership and collaborative management, intuitive decision making, internet and social media in business and education, and sustainable corporate and community practices. JF earned his Ph.D. in Management from UCLA’s Anderson School of Management, and an M.S. and B.S. in Management from HEC Paris. Prior to his career in academia, he worked at Morgan Stanley, EY, and served as an officer in the French Navy.

Pierre Costa, MBA  |  Adjunct Faculty of Wine Business
School of Business and Economics at SSU

Pierre Costa founded SommDigital, a consulting firm specializing in innovative digital marketing strategies for wineries. He also lectures at Sonoma State University in wine e-commerce and digital marketing. Previously, he spent over five years working with digital media agencies in England, and Ireland, managing the digital marketing of the Bank of Ireland and eircom (telecom). He has also spent 10 years as head sommelier for Michelin star restaurant Bon Appetit in Ireland, and Café Journal in Brazil, and in finance and marketing roles with Inglenook Winery, Delicato Family Wines, and Naked Wines. He holds a master’s in electronic-business from University College Dublin, a digital marketing analytics executive certificate from MIT Sloan School of Business, and an honors degree in mathematics from UNESP (Brazil).

Steven Cuellar, Ph.D.  |  Professor of Economics
School of Business and Economics at SSU

Dr. Steven Cuellar is a leading expert on pricing analytics and has consulted, written, presented, and taught on pricing-related topics. Dr. Cuellar teaches Microeconomic Theory, Labor and Public Economics, Wine Economics, and Econometrics. His research interests are in the fields of consumer behavior especially as it relates to pricing and marketing. Other research interests include issues relating to labor markets, public policy, and wine. Dr. Cuellar’s research has been published in academic journals, trade publications, and professional journals.
Karen Daenen, MLIS | Director of Research & Consumer Insights
Jackson Family Wines

Karen Daenen is the director of research and consumer insights at Jackson Family Wines. She is a one-person team overseeing all consumer research for Jackson Family Wines with emphasis on identifying and translating consumer and wine trends, analyzing brand equity, and spearheading new research methodologies. Prior to Jackson Family Wines, Karen was director of research at Nielsen Online and at Opinion Research Council where her client base centered on Fortune 500 food, beverage, and other CPG firms. Her wine career started at Kobrand Corporation in New York. Karen has a B.A. from Columbia University, an MLIS from Pratt Institute, and is co-owner of Two Shepherds, a micro-winery in Sonoma County.

Robert Eyler, Ph.D. | Professor of Economics
Sonoma State University

Dr. Robert Eyler is professor of economics and senior international officer at Sonoma State University. He earned a Ph.D. from the University of California, Davis and a B.A. in Economics at CSU, Chico. He is often called up by the media for his expertise, provides economic impact analyses for both private firms and public entities to help guide public policy, and acts as an expert witness and forensic economist mainly for wine industry clients. Robert has been a visiting scholar at both the University of Bologna and Stanford University. Robert is a Sonoma County native, and his family has been sheep and cattle ranchers in Marin and Sonoma counties since 1910.

Armand Gilinsky, Jr., Ph.D. | Korbel Professor of Wine Business School of Business and Economics at SSU

Dr. Armand Gilinsky, Jr. is the F.J. Korbel Bros. Professor of Wine Business at Sonoma State University, where he has taught strategy and entrepreneurship since 1994. In past years he has served as director of SSU’S Entrepreneurship Center and Wine Business Institute. He previously held teaching appointments at the Harvard Business School, CSU, East Bay, and Northeastern University. He also worked with a study team to create a global marketing strategy for the Georgian national wine industry, a project funded by the World Bank. Dr. Gilinsky has extensive consulting experience in strategic planning, competitive strategy, and developing business and financial plans. He has authored over 40 published business case studies and several articles on entrepreneurial strategy and socially responsible entrepreneurship. He is founding editor of the Wine Business Case Research Journal.
The Wine Entrepreneurship Certificate provides wine business principals and aspiring owners the time and guided focus to create a business plan that ensures success.

**DURATION:** 8 weeks

**PROGRAM FREQUENCY:** Biennially

**PROGRAM START:** Spring

**LOCATION:** Wine Spectator Learning Center, Sonoma State University

**WORK EXP. REQUIRED:** None

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**FEATURING INSTRUCTOR:**

**ANISYA FRITZ, PH.D.**

Dr. Anisya Fritz is owner of Lynmar Estate Winery, CEO of LynnCo Supply Chain Solutions, and co-founder of the Fritz Institute, dedicated to global humanitarian aid. She has published articles in *Harvard Business Review, Journal of International Business Studies,* and *Strategic Management Journal.*

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“I was provided the tools and resources to align with my mission and vision, and grow a network of wine industry professionals. The instructor’s passion and desire for our success was the push I needed to launch my own wine label. It wouldn't have been possible without this program.”

Tim Burgess
Wine Entrepreneurship Certificate ‘14
Sonoma Wine Executive MBA ‘16
Owner, Rally Point Wines

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Terry Hill, MBA  |  Partner  
BPM’s Advisory Practice  

Terry Hill is a partner in BPM’s Advisory Practice and a member of the firm’s corporate finance team. He is responsible for leading the firm’s CFO Services practice, which supports emerging and middle-market companies through key points of inflection: rapid growth, capital raise, M&A, and bankruptcy or turnaround. With 20-plus years of experience as an owner-operator and consultant, Terry has parlayed his entrepreneurial background into practice leadership and management, and new revenue generation responsibilities. Terry’s M&A experience includes buy-side and sell-side transactions totaling $6 billion of enterprise value in the consumer, healthcare, and technology sectors.

Jill Jelacich  |  General Manager - Pacific  
Rabo AgriFinance  

As General Manager, Jill is responsible for Rabo AgriFinance’s $5 billion Food and Ag portfolio in California and Arizona. Jill manages a team of over 100 employees, comprised of business development managers, relationship managers, and financial analysts. She also leads the first line of defense with a focus on providing excellent service, executing the organization’s rural growth strategy, and maintaining favorable credit quality through active portfolio.  

Ray Johnson  |  Executive Director, Wine Business Institute  
School of Business and Economics at SSU  

As executive director of the Wine Business Institute at Sonoma State University, Ray Johnson’s role includes organizational development and program execution as well as operational oversight of programs and events at the future Wine Spectator Learning Center. Previously his work in the VESTA alliance as well as with his company- TasteWine- has led to teaching seminars from San Francisco to New York. He has international experience and network in Australia, Europe, Canada, and South Africa.
David McCuan, Ph.D. | Professor of Political Science  
School of Social Science

Dr. David McCuan is a professor and the department chair of political science at Sonoma State University. His scholarly expertise rests in two broad areas - American politics and international relations. He earned his doctorate and M.A. from University of California, Riverside and his B.A. from Sonoma State University. He teaches courses in both international and national politics, international security and terrorism, state and local politics, campaigns and elections, and political behavior. Dr. McCuan does extensive commentary and has had multiple media appearances providing analysis of campaign dynamics and election results to international, national, regional, and local media outlets.

Karen Moranski, Ph.D., | Interim Provost, Vice President for  
Academic Affairs, & Chief Academic Officer  
Sonoma State University

Dr. Karen Moranski is interim provost and vice president of academic affairs at Sonoma State University. After 21 years at the University of Illinois Springfield as a faculty member and administrator, Dr. Moranski joined SSU in 2016, most recently serving as senior associate vice president for academic programs and dean of undergraduate and graduate studies where she also oversaw admissions and orientation. Dr. Moranski received her M.A. and Ph.D. in Medieval English Literature from the University of North Carolina at Chapel Hill.

Stephen Rannekleiv, MBA | Global Sector Strategist Beverages  
RaboResearch

Stephen Rannekleiv works closely with the global sector head beverages to support the Rabobank’s franchise in the beverage sectors and further strengthen it’s long-standing relationships with major beverage clients around the world. He leads the beverage research team and provides colleagues involved in the beverage industry, in the front office, in risk, and otherwise with thought-provoking ideas and analytics and executes the agenda that is with the various business heads. Before joining Rabobank in 2006, Stephen worked for eight years in Latin America supporting agricultural development projects. His understanding of agricultural dynamics and his training in value chain analysis have provided an ideal background for understanding issues facing the wine industry in particular.
Speaker Bios

**Samual Riewe, M.A.**  |  Adjunct Professor of Economics  
School of Business and Economics at SSU

Samual Riewe (Ree-v) is an adjunct faculty member in the School of Business and Economics at Sonoma State University. Since 2012, Mr. Riewe has taught undergraduate courses in macroeconomics, microeconomics, and statistics, as well as modules in the Sonoma MBA and Executive MBA programs. He co-founded Data Nation Analytics Group in 2019 to help retail businesses create data-driven strategies using advanced analytical methods.

**Kat Stark, M.Ed.**  |  Director of Wine.com Experiences  
Wine.com

Kat Stark is the director of Wine.com Experiences at Wine.com, the nation’s leading online wine retailer. She began her career at William-Sonoma where she was a prominent contributor to their DTC business for eight years. In 2012, Stark joined Wine.com to manage their wine gifts and accessories business. She left Wine.com in 2016 to do a brief stint in the travel retail industry but returned to Wine.com in 2019 to create their Experiences program. In 2020, she launched Wine.com’s virtual tastings program, which includes live-streamed wine and spirits tastings with leading winemakers, personalities, and celebrities in the industry. Kat holds a Bachelor of Science and a Master’s of Education from Vanderbilt University.

**Damien Wilson, Ph.D.**  |  Hamel Family Chair of Wine Business  
School of Business and Economics at SSU

Dr. Damien Wilson is the Hamel Family Chair of the Wine Business Institute and professor of Wine Business at Sonoma State University. Dr. Wilson holds four degrees in wine business and was the first in the world to hold an honors degree in wine marketing from the University of Adelaide. He worked for more than 20 years across all areas of wine distribution, and has focused his research on wine consumer behavior. He is turning to his legacy research interest, which is the riddle of how consumers progress through the continuum of wine involvement from acolyte to connoisseur. Having conducted research across three continents, and presented in almost 30 countries, Dr. Wilson is well versed in global wine consumer behavior.
The online Wine Sales Management program teaches technical skills paramount for industry professionals looking to sell successfully at any level, whether it is direct to consumers in the tasting room, or to wholesalers globally.

**UPON COMPLETION OF THE COURSE, STUDENTS WILL BE ABLE TO:**

- Identify off-premise business opportunities.
- Develop and explain product sales concepts and pricing methodology.
- Evaluate and interpret buyer preferences and priorities.
- Compose and communicate various cost calculations.
- Deliver professional presentation of pricing solutions for clients.
- Identify logistical inefficiencies and develop solutions for improvement.

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<td>May or September</td>
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<td>August 31</td>
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CEO, The Republic of Tea

**GEORGE HAMELL III**
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Vice President
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**KAJ AHLMANN**
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**MARY JO DALE**
Marketing Director
Wholesale West
The Winebow Group

**MATT FRANKLIN**
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Zepponi & Company

**STEVE GROSS**
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CA Wine Institute

**DAN GRUNBECK**
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Client Services and Business Development
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The Vincraft Group

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**RICHARD IDELL**
Of Counsel
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Distinguished Vineyards and Wine Partners
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Industry Group Leader  
Burr Pilger Mayer

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Founder and Vice President  
of Merchandising  
Wine.com

**FREDERICK PIERCE, IV**  
President and CEO  
Pierce Education Properties, L.P.  
Trustee Emeritus  
The California State University

**ALEX RYAN**  
President and  
Chief Executive Officer  
Duckhorn Wine Company

**BARBARA TALBOTT**  
Founder and CEO  
GlenLarkin Advisors  
Former CMO of Four Seasons Hotels

**DOUGLAS THORNLEY, AIA**  
Principal  
Goring & Straja Architects

**MICHAEL WALKER**  
Vice President of Public Affairs  
Constellation Brands

**DIANE WILSON**  
Winemaker  
Wilson Artisan Wines

**RAY JOHNSON**  
Executive Director  
Wine Business Institute  
Sonoma State University
Pierre Darriet, the director of operations of Château Luchey-Halde, a wine producer located in Bordeaux, France, wanted to create a recognizable brand. While Pierre regarded innovation and sustainability as the pillars of success, he understood that French distributors and consumers considered tradition to be wine’s most important attribute. Could a new positioning strategy that blended tradition, innovation, and environmental stewardship help to improve sales, differentiate its brands, and create customer value in a crowded marketplace?

**Blending Tradition and Innovation in Bordeaux: A Differentiation Strategy for Château Luchey-Halde**

Nathalie Spielmann and Fabrice Parisot founded Prise de Mousse, the first and only champagne bar and shop in the Champagne region in France. Although the founders were very successful in growing this venture, they were faced with an unprecedented challenge when they were approached about expanding their business through franchising. How could they determine if franchising was the correct growth strategy for PdM?

**Growing Wine Tourism in Champagne: When is a Champagne Bar Ready to Offer Franchises?**

Click Here to Subscribe to the WBCRJ Newsletter
**Small California Wine Producers in 2019: An Industry Note**

After 25 years of rising wine sales, 2019 revealed that growth was slowing. An oversupply of grapes and finished products, diminishing sales, shifting clientele, and evolving buyer preferences negatively affected smaller producers. Can winemakers shift their focus from Baby Boomers to Gen X and Millennials? What tactics can wine producers employ to appeal to younger buyers who have very different preferences, consumption patterns, and values?

[Full Article](#)

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**NOW ACCEPTING CASES**

For Special Issue: COVID-19 & the Wine Industry

Dr. Damien Wilson, Special Issue Editor
Damien.Wilson@sonoma.edu

This special issue will examine the myriad challenges the wine industry faces due to the Covid-19 pandemic. It will focus on the various perspectives and responses from industry stakeholders and the effectiveness of these reactions. Special consideration will be given to cases with relevant managerial, theoretical, and policy implications for the wine industry.

Cases focused on how wine producers, suppliers, and distributors adapted to changing circumstances are welcome. Cases that examine how wine industry stakeholders are preparing for success in a post-COVID-19 world are strongly encouraged.

Two awards will be given to the best U.S. case and the best international case accepted to this special issue.

**SUBMISSION DEADLINE: September 15, 2020**

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Join us for Wine Business Institute Research Summit 2021.
July 21, 2021

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