

Exploring Identity in the British Columbia Wine Region

Activities & Outcomes Report

*A summary of activities, discussions and outcomes from
creative engagement workshops in November 2017 and at
the 2018 Wine Leaders Forum*

delivered and produced by

**INNOVATION
SCHOOL
THE GLASGOW
SCHOOL OF ART**

in collaboration with

UBC
KEDGE
**WINE
INDUSTRY**
COLLABORATION

Contents

1. Executive Summary
2. Project Overview
3. Introduction
4. Project Background
6. About the Partners
9. About the Team
10. Objectives
11. What we Did
12. Co-Design of Identity Workshops
14. Identity Mapping
15. Provocation Discussions
16. Identity Workshops
18. Langley
20. Duncan
22. Kelowna
24. Osoyoos
26. Keremeos
28. Penticton
30. Co-Development of Identity Day
32. Wine Communities
34. Wine Explorers
36. Doing, Leading, Making
38. New Expressions
40. Emerging Identity
42. Commonalities & Differences
44. Identity Aspects
48. Conclusion
50. Appendices

Executive Summary

This report from The Innovation School at The Glasgow School of Art shares our perspectives on the insights and outputs from engagement activities undertaken with winery owners, wine makers, principals and other stakeholders in the industry exploring Identity for the UBC-KEDGE Wine Industry Collaboration.

The key objectives for these activities were to deliver engagement workshops with wine industry actors across the BC region exploring the differences and commonalities that could inform a collective identity and vision; and to share insights from the workshops for further development and focused activities to assist in framing key aspects of the identity of BC's wine region at the 2018 Wine Leaders Forum, as well as disseminating outcomes through reports and presentations.

The approach taken was to initially co-design Identity Workshops, which were delivered in November 2017 across six venues representing some of the key sub-regions of BC: Langley, Fraser Valley; Duncan, Vancouver Island; Kelowna, Central Okanagan; Osoyoos, South Okanagan; Keremeos, Similkameen Valley; and Penticton, South Okanagan. The insights from these workshops were then collated into four reflective themes and mapping activities which were delivered as part of, and carried into, the Wine Leaders Forum in Naramata, March 2018. The outputs from these activities are presented in this report.

The structure for the Identity Workshops was framed around four key themes to help articulate Identity for a wine region, which were co-developed from scoping discussions and research between the GSA team and Dr Jacques-Olivier Pesme, as well as the wider UBC-KEDGE team. These key themes are:

Terroir, determining the geological, climatic and socio-cultural reasons a region is able to make wine;

Authenticity, which is found in the professional and organisational relationships and practices in all aspects of wine production;

Expression, which is found through the varieties of grapes and winemaking techniques seen to flourish with the local terroir;

and **Narrative**, which entails the regional story as a whole and how key elements come together at every level of storytelling.

The Identity Workshops consisted of two main ac-

tivities. The first activity, Identity Mapping, broke down these four themes into sub-themes and prompt questions designed as a series of bottles and labels for participants to explore and articulate their understanding and experiences of identity as a wine region. For the second activity, Provocation Discussion, participants selected one of the four themes and then collectively discussed statements relating to the strength of the theme to draw out stories and insights.

Langley workshop participants showed awareness of their stage of development and their need to connect with a wider BC story and process. They emphasised their coastal identity, near Vancouver, as key to their story, and how it could certainly feature as part of a BC pioneering winemakers story, working with the newly emerging terroir left behind by glaciers.

Duncan workshop participants showed a strong sense of identity for the island, what it offers and what it could offer as a wine region for visitors, with good potential cooperation to build upon. They saw their pioneering spirit as a key part of their identity and are beginning to learn of strong potential for the island that would fit into the wider tourism industry.

Kelowna workshop participants demonstrated high confidence in their qualities as a wine region overall, particularly in relation to local culture and landscape. There was also a strong sense of need for government support to help their growth, including appropriate international markets and a connection to wider audiences.

Osoyoos workshop participants touched on issues around BC's loyal, local market and the region's rapid growth, as well as highlighting their sub-region as a hotter climate and key for grape growing. While optimistic, they also emphasised the challenges and room for continuing development and recognised the role for a strong identity to establish greater resilience in the industry.

Keremeos workshop participants showed confidence in the quality and potential of their wines, with a strong sense of their boutique nature, an 'extraordinary' terroir and a desire to connect with external experts and industries. They also emphasised knowledge-seeking as key to establishing the quality ambitions for the region.

Penticton workshop participants offered robust discussion around key controversial issues on the treatment of workers and setting industry standards. The group were conscientiously cross-BC when discussing identity

for the region and carried a lot of optimism, passion and forward thinking potential.

Following the Identity Workshops, the GSA team led analysis of the discussions, responses and insights captured for dissemination and further discussion as part of an Identity Day at the 2018 Wine Leaders Forum in Naramata. The analysis looked at key insights, nuanced experiences, quotes and challenges to develop four Reflection Themes to frame discussions with winery stakeholders coming together at the Forum:

Wine Communities, to explore where their communities have come from and where they want to be;

Wine Explorers, to explore those enthusiasts and professionals interested in BC wine and what they mean for its developing identity;

Doing, Leading, Making, to explore what wineries have been doing and what they need to progress;

and **New Expressions**, to explore what level of typicality is already emerging from their wines.

For the Identity Day, the Reflection Themes were explored using different prompts and questions for participants to develop an understanding of the differences and commonalities across the BC wine region. The participants then worked in groups to translate the reflection discussions and mapped details into up to five key aspects of BC's identity seen as important for framing action and collaboration.

Each discussion table produced a detailed series of mapped responses that are visualised and summarised in the report. The Wine Communities table highlighted the need for stronger connections and trust, the need to learn together in order to succeed together, and observed the diverse heritage of wine producers and practices. The Wine Explorers table highlighted opportunities for regional promotion, the next growth markets, and the value of prestige targets. The Doing, Leading, Making table highlighted the need to raise quality levels, to come together to share more, and to find more distinctive expressions together. Finally, the New Expressions table revealed good alignment on words expressing white wines, such as *fresh*, *lively* and *acidic*, while red wines showed less commonality.

Discussion continued in the Forum the following day, where participants reviewed the Identity Day activities to develop collective outputs. This involved reviewing the reflection theme discussions and agreeing the key differences and commonalities that emerged. Key examples of commonalities listed include: a regional history of agriculture, a lack of orientation when getting started, managing seasonality of labour, shared benefits to a

strong international reputation, and all wanting more trust, respect & confidence. Key examples of differences listed include: experiences of setting up, perceptions of quality and strategy, stages of development, varying business models and ownership models, people's backgrounds in the wineries, types of wine grown in the sub-regions, and differences of priorities, visions, aims and objectives.

Finally, five word clusters were mapped to capture five key aspects of the Identity of the BC wine region, which were gathered from across the presentations of the Identity Day, while relating them to the differences and commonalities discussed. Participants also discussed each aspect according to what extent they hold true within the BC wine industry and to what extent they hold true to the expectations and experiences of key audiences. These five aspects are:

Diversity, in the people, cultural heritage, terroir, business models and wines being produced;

Welcoming, by aligning with tourism and enhancing experiences for visitors and new wineries;

Free Spirit, reflecting their youth as a region with the fresh and lively wines they produce and the personalities that produce them;

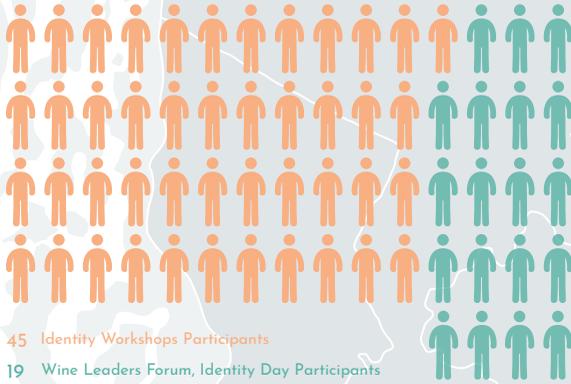
Boutique, recognising the many small wineries across BC's sub-regions offering face-to-face experiences and specialized wines; and

'Cool North', celebrating the distinctive climate and glacial-influenced terroir that also offers a spectacular destination.

The Wine Leaders Forum concluded with a discussion to produce action points based upon the outcomes and insights from these activities. These focused on the wider industry continuing to engage on the regional identity as part of wider collaboration going forward. Each element of this report is intended as a resource to facilitate such ongoing dialogue around identity. The identity workshop themes and insights can be used as a guide for setting goals and for reflecting on progress. The identity aspects can be used to identify and engage the audiences relevant across the wine community and to shape an authentic and consistent narrative.

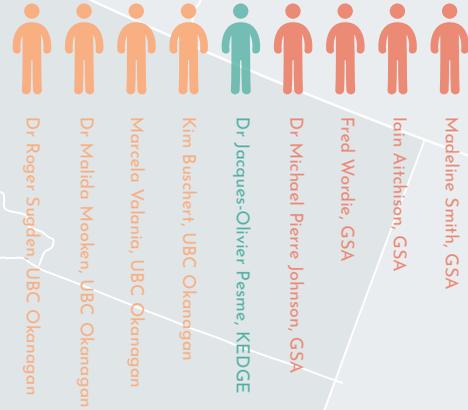
Project Overview

64 Participants*



* Those who participated in both activities have been counted twice

International Team



Timeline



Identity Themes



Reflection Themes



Locations



Introduction

This report from The Innovation School at The Glasgow School of Art shares our perspectives on the insights and outputs from engagement activities undertaken with winery owners, wine makers, principals and other stakeholders in the industry exploring identity for the UBC-KEDGE Wine Industry Collaboration.

The purpose of this engagement activity was to work with the industry to determine how the British Columbia wine region might clarify and unify its identity, so as to position itself on the international scene. This action area brought in expertise from The Innovation School at The Glasgow School of Art to facilitate creative engagement amongst winery representatives.

This report summarizes the results of these facilitated discussions and the collective outputs generated by the participants. The engagement activities presented includes a series of Identity Workshops that took place

between 26-30 November 2017, visiting six sub-regions of BC, and an Identity Day with follow-on discussions at the Wine Leaders Forum, 4-7 March 2018.

The Identity Workshops provide insights and responses from identity themes, prompts and provocations co-designed with expertise from KEDGE Business School and UBC. The Identity Day provides development and discussion on reflection themes that emerged from the Identity Workshops towards discerning commonalities and differences across the BC wine region, as well as emerging key identity aspects to inform ongoing collaboration within the wider industry.

The outcomes from this report aim to inform ongoing engagement, discussion and collaboration between wineries and industry stakeholders going forward.

Project Background

UBC-KEDGE Wine Collaboration

The work presented in this report is situated within the UBC-KEDGE Wine Industry Collaboration.

Since 2012, the University of British Columbia and KEDGE Business School (Bordeaux, France) have deliberately engaged the BC wine industry to explore the needs, interests, and development of the region. This interaction has pointed to three key aspects of focus for the industry: quality, identity and cooperation.

In 2015, UBC-KEDGE received support from Western Economic Diversification Canada for 3 years. For more information about UBC-KEDGE, visit www.ubckedgewine.ca

In 2017, UBC-KEDGE partnered with The Innovation School at The Glasgow School of Art to facilitate creative engagement amongst winery representatives, in order to help collectively define and address the notion of identity.

The Innovation School specializes in creating complex collaborations, bringing demonstrated expertise of designed creative engagement.

This report sits alongside a video, *British Columbia Wine Region: A Territory Exploring its Identity*, and the UBC-Kedge Wine Industry Collaboration report.



*“You don’t have
an identity until
you grow up, and
we as an industry
are growing up.”*

~ Osoyoos Workshop Participant

About The Partners

University of British Columbia

The University of British Columbia is a global centre for research and teaching, consistently ranked among the 40 best universities in the world. Since 1915, UBC's West Coast spirit has embraced innovation and challenged the status quo. Its entrepreneurial perspective encourages students, staff and faculty to challenge convention, lead discovery and explore new ways of learning. At UBC, bold thinking is given a place to develop into ideas that can change the world.

The Wine & Spirits Academy at KEDGE Business School

The *Regional Socio-Economic Development Institute of Canada (RSEDIC)* aims to impact the social and economic development of regional economies through research and education. In doing so, it provides interdisciplinary research and learning opportunities for faculty and graduate students.

With ten campuses spread across three continents, KEDGE Business School is truly an international school. KEDGE was founded in 2013 from the merger of two renowned business schools, well-established in their respective regions and already benefiting from international outreach: BEM (founded 1874) and Euromed Management (founded 1872).

The KEDGE Wine & Spirits Academy is based in Bordeaux, France. With a presence at the heart of the various bodies of the wine-producing industry, relaying information and influence, the Wine & Spirits Academy is recognized as a world leading academic institution in Wine & Spirits business issues. It has the aim of training managers in the wine and spirits sector as well as supporting changes in the industry by offering help in decision-making, by developing local & international projects to provide economic support to stakeholders and by channeling momentum.

The Innovation School at The Glasgow School of Art

The Glasgow School of Art (GSA) was founded in 1845 as one of the first Government Schools of Design, as a centre of creativity promoting good design for the manufacturing industries of Glasgow. Today, the GSA is internationally recognised as one of Europe's leading university-level institutions for the visual creative disciplines.

The Innovation School's pioneering research explores Design Innovation as a way of structuring group creativity, involving multiple parties, towards valuable outcomes utilising co-design practices. We work with government, businesses and communities to create person-centred solutions, towards prototyping new services and work practices, tackling socio-economic challenges and creating policies to allow communities to flourish.

UBC Okanagan
Kelowna, British Columbia



KEDGE Business School
Bordeaux



The Glasgow School of Art
Glasgow, Scotland





About the Team

The Innovation School at The Glasgow School of Art, Glasgow, Scotland

Dr. Michael Pierre Johnson

Research Fellow

Lead on strategy and methodologies for design-led approaches to explore a collective identity and vision.

Iain Aitchison

Programme Director

Provided expertise in strategy, innovation and complex collaboration.

Madeline Smith

Head of Strategy

Provided expertise in strategy and evaluation for clusters, innovation and complex collaborations, capturing impact.

Fred Wordie

Design Research Assistant

Provided expert support in designing the methods, analysis and reporting.

In partnership with UBC-KEDGE Wine Industry Collaboration

Dr. Jacques-Olivier Pesme

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Kim Buschert

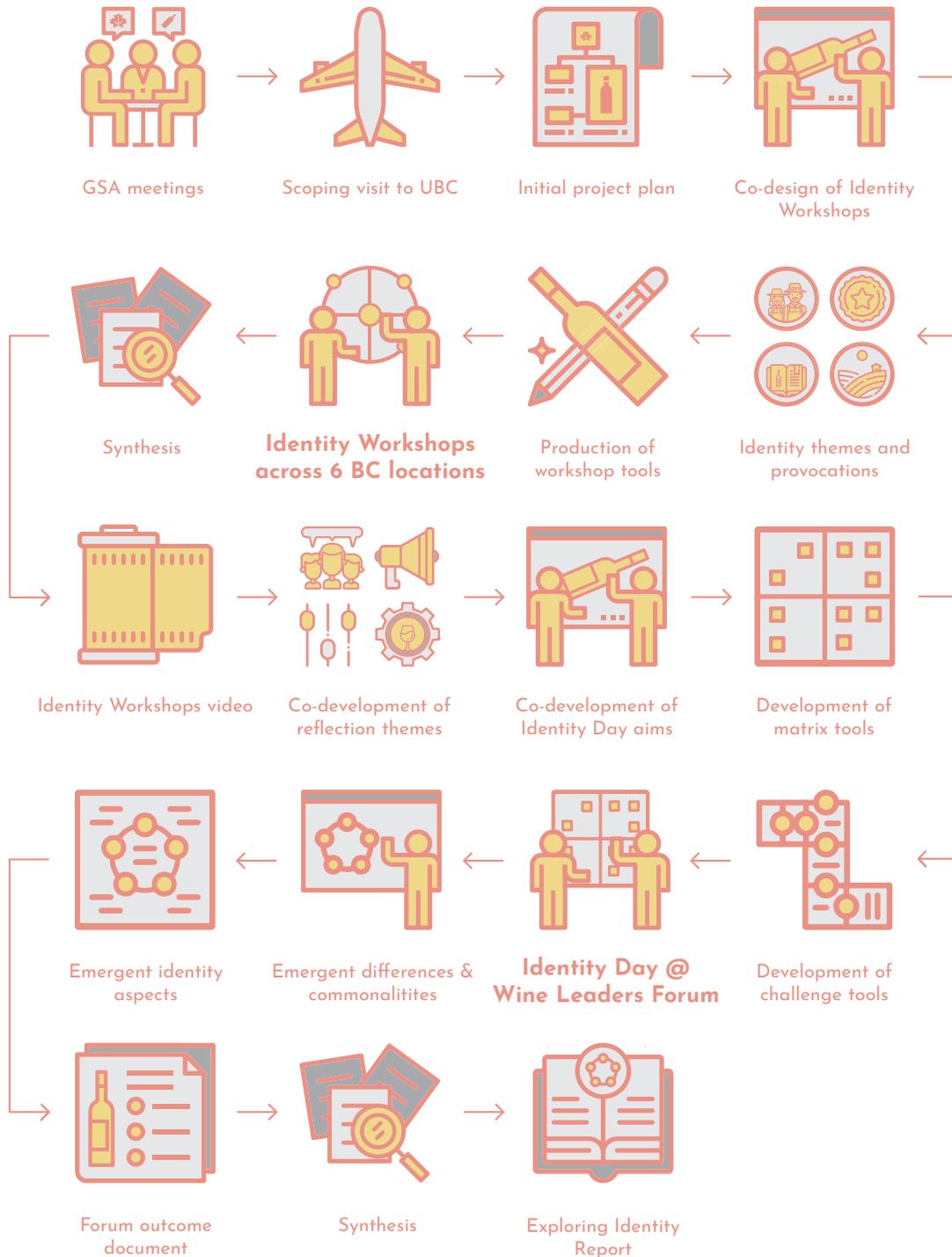
Objectives

The aim of this identity project was to work with the industry to determine how the British Columbia wine region might clarify and unify its identity, as one of the three pillars for a successful wine region; the other pillars being quality and collaboration.

The key objectives and deliverables to meet this aim were:

- One.* Planning the detailed scope of work, including background research and outline ideas for designed engagement with the wine industry.
- Two.* Delivering designed engagement workshops with wine industry actors across the region exploring the differences and commonalities in values and perceptions that could inform a collective identity and vision.
- Three.* Sharing of insights from workshops for further discussion, development and focused activities to assist determining key aspects of the identity of BC's wine region at the 2018 Wine Leaders Forum, as well as disseminating outcomes through reports, evaluation and presentations.

What we did



Co-Design of Identity Workshops

The Identity Workshops were designed and developed through a series of discussions and scoping research between the partners from July to October 2017. The structure for the workshops was framed as four key themes to help articulate Identity for a wine region, co-developed between the GSA team and Dr Jacques-Olivier Pesme, as well as the wider UBC-KEDGE team. These were then broken down into sub-themes and prompt questions for participants to explore and articulate their identity as a region. To frame this towards challenge setting, a series of provocations behind each theme were created to allow participants in a wine region to debate the region's position and progress along the themes they had recognised.

These themes are introduced here in summary, before presenting the activities designed to explore these themes with winery representatives.

The final design of the activities, in their look and feel and methods for capturing responses, were partly related to experience of similar workshops delivered by the GSA team, and partly as a creative expression specific to the context of the wine industry. The methods of capturing the conversation in visual note form through labels on brown paper, then in the provocation discussion segments, also aimed to provide a transparent process for capturing the discussions, but also a shared resource to progress the discussions. These would be supported by transcribed audio recordings. It should be noted that this didn't allow participants to write into the materials themselves, as it was seen to be more effective for the facilitator to control data capture across varied group sizes and settings, while also allowing participants to focus on discussion.

Terroir

Terroir is not only the reason a region is able to make wine, through its geology, soil composition and climate, but encompasses the history of winemaking and social inter-relations that determine a wine-producing region. An understanding of terroir goes a long way towards having a strong identity in the wine industry.

Authenticity

Authenticity is found in the wineries' relationship, care and discipline for all aspects of their wine production. This also entails the regular meetings of their professional bodies, how they define their interests and how they organise in defending and developing their interests.

Expression

For the wine industry, expression is found through the varieties of grapes and winemaking techniques seen to flourish with the local terroir. Across a region, the coordination of expressions of varieties translates into a typicity of wines that are created in a wine region. Having a strong style or clear expression feeds into how the wines are received by wine lovers, sommeliers, critics, writers and buyers.

Narrative

Narrative entails the regional story as a whole, what the key elements are and how these elements come together at every level of storytelling. This also means knowing who your audience is and how they will engage and experience your story, meaning that it needs to be coherent and distinctive from other regional narratives.



“But when we talk about our region, it’s like we’re talking into a mirror... I think we ought to look at broader cultural values, really selling who we are as a nation and as a value system.”

~ Kelowna Workshop Participant

Identity Mapping

For the first Identity Workshop activity, Identity Mapping, the four themes were broken down into sub-themes and prompt questions for participants to explore and articulate their understanding and experiences of identity as a wine region.

These were designed as a series of bottles, labels and a wine rack display to provide an accessible and playful format for discussion, replicating a wine tasting session, that would feel different yet familiar as a constructive and creative form of engagement. The bottles were handed out to participants theme-by-theme to prompt responses and discussions, while the lead facilitator mapped down key points of discussion to the

questions that seemed to resonate with participants.

The bottles and questions seemed to be clear and understood, while the format of sharing them out seemed to encourage thoughtful responses from most participants. Importantly, it is argued that the activity produced insightful, controversial perspectives, and an awareness of such perspectives, which reveals the levels of knowledge across the groups and brings important learning for the project and the sector going forward.

The complete series of sub-themes and prompt questions are provided in appendix A.



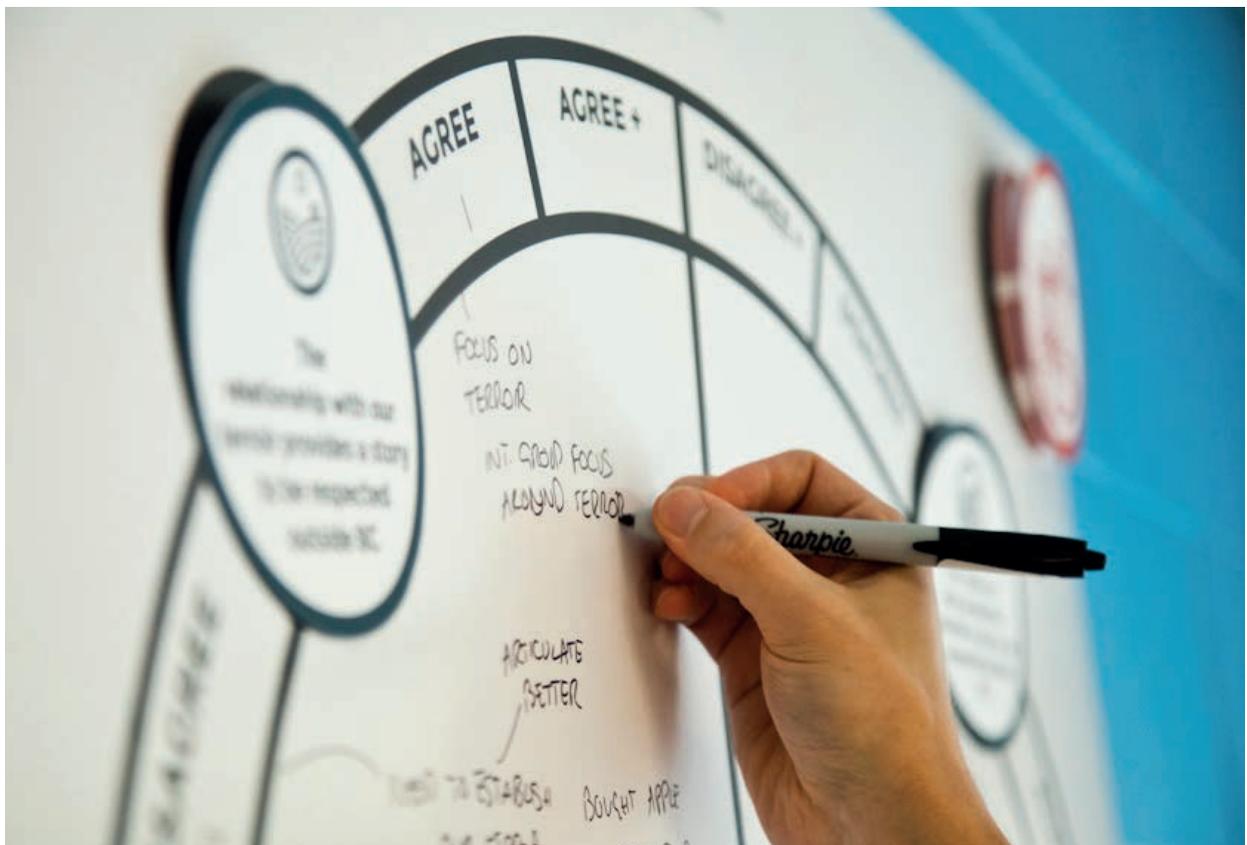
Provocation Discussion

For the second Identity Workshop activity, Provocation Discussion, participants began by selecting one of the four themes to then be led through four prepared provocations. These provocations were statements relating to the strength of the theme for a wine region to which participants initially responded whether they strongly agree, agree, disagree or strongly disagree. They were then asked to collectively discuss their responses to each statement to draw out stories and insights, followed by opportunities to respond to the provocations.

The large wheel framing the provocation discussion, aimed to give an accessible 'game show' dynamic to

discussions to facilitate greater focus on key points and more 'authentic' responses, by allowing all participants the chance to voice individual responses.

It is important to note, as was expressed in the delivery of each workshop, that the content for the workshops was designed so that the themes, prompts and provocations could provide insight on the identity for ANY wine region, rather than just for BC. This is proposed as reducing any bias in the insights and aims to gather authentic and meaningful perspectives on identity across the sub-regions of BC.



Identity Workshops

We ran six workshops in locations covering some of the key BC wine regions with 45 participants attending in total, including winery owners, staff members, wine makers, and other industry actors

Each group went through the same process but came up with their own reactions to the workshop tools. As such, different discussions evolved between each workshop and it is this variation of responses that is presented in the next section.

Duncan, Vancouver Island

Island wine region based off the south west coast of mainland Canada.

Langley, Fraser Valley

Coastal wine region near Vancouver situated in the Fraser River basin.

Kelowna, Central Okanagan

Largest city based in the Okanagan Valley, situated centrally on the shores of Okanagan Lake.

Osoyoos, South Okanagan

Town based at the southern-most tip of the Okanagan Valley, near the Canada-USA border.

Keremeos, Similkameen Valley

River valley wine region set within tall mountains west of the Okanagan Valley.

Penticton, South Okanagan

Town based at the heart of the Okanagan Valley and at the southern tip of Okanagan Lake.



“Let’s take away this idea that BC’s emerging. It’s emerged! The wines are speaking for themselves and they are standing up for themselves on the world stage, so we need to have a little bit more confidence about what we do.”

~ Keremeos Workshop Participant

Langley

6 Participants

Identity Mapping

The participants showed desire and the potential to cooperate in growth across the region, but acknowledged Fraser Valley's peripheral status of being further behind other sub-regions in BC. The sub-region's coastal aspect was argued to provide a strong differentiation from other BC regions, meaning they sought clear varietals that showcase natural processes and resources. Their situation near Vancouver was also seen as a key differentiator both in market accessibility and in the clarity of their narrative.

They reflected on a lack of cooperation locally, citing Vancouver Island as a better example of this, while identifying a need to learn more about key varietals for finding regional expression. The group raised caution on a BC-wide narrative, as they felt they might be left behind, while acknowledging that directing visitors to each other's wineries across regions was vital. For them, storytelling is aimed at visitors, and recognized a need for collective effort to sell the BC story, as wineries are currently not leveraging key audiences.

Provocation Discussion

The group chose Narrative as their focus, as they felt this was where they needed to do the most work.

The relationship with our terroir provides a story respected outside BC



Participants expressed that Fraser Valley didn't yet have a story to be respected, while suggesting that the Okanagan did. They felt this was because they still needed to establish their terroir, with wineries only reaching their second generation and the BC wine industry more widely only growing in the last 25 years.

Our culture of wine production provides a story to be respected outside BC



The group proposed that there was a respected Canadian culture of high standards, and there was gathering evidence BC wines were winning good awards. For Fraser Valley specifically, they saw strong potential in their coastal story providing added value.

The expression of our type of wine is well understood outside BC

Str.Disagree - 1 Disagree -

5

They reiterated earlier points on their youth as an industry, but felt that coastal varieties change expectations. On expression, they felt there was little understanding of BC wine regions, citing that internationally there's still a perception the region makes ice wines.

We are really good at telling what we are

Str.Disagree - 1 Disagree - 1 Agree -

3

Str. Agree - 1

Individually, they see visitors asking for return visits and a great energy in pioneering winemakers. However, they feel the international focus is on Okanagan Valley and that Fraser Valley needs better representation for the BC story. A participant wine blogger shared his focus on pinot noir as a quality regional varietal to build on.

Summary

Langley participants showed awareness of their stage of progress and their need to connect with a wider BC story and process, although there was a challenge raised around their capacity to feature in a BC narrative due to their stage of development. There was a focus on their coastal identity, and its difference to Okanagan, as key to achieving their own narrative, and it could certainly feature as part of BC pioneering winemakers story, working with the newly emerging terroir left behind by glaciers.



Duncan

13 Participants

- 1 participant missed opening provocation

Identity Mapping

The participants saw their terroir as an emerging region, partly due to climate change, with its own microclimate focused around the Duncan area providing a long growing season. With that, they saw a challenge to mechanise and grow due to having limited acreage, but put forward there was a low need for intervention, despite the need for irrigation for sustainable farming. The region is argued to have long been known for abundant food sources back to native settlements, which is reflected in a well-established food culture on the island. While they acknowledged a lack of history in winemaking, they felt wineries are now creating their own history. Some of the local wineries had begun organising their own 'identity' meetings.

Largely, the group saw a clear story around their sub-regional varieties, with sparkling wine being one of their strengths, early-ripening whites and were seeing Vancouver Island as a sub-appellation. Nonetheless, they felt their story was a young one, open to interpretation, but linked to innovation, growing on the edge with visitors feeling part of the story of discovery. As a result they saw their offer as a destination, linked to local tourism promoting a relaxing lifestyle.

Provocation Discussion

The group chose Terroir as their focus, pausing over Narrative, as it was considered a strength they needed to better understand together.

Our region has a truly unique terroir for wine production

D - 1	Agree	-	5	Str.Agree	-	6
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The group reiterated a confidence that the grapes grown in the region produce very distinct flavour, citing Pinot Noir as a leading example. They saw much more diversity across BC. They did raise the question that although this relationship with terroir is key to the region, can people really claim 'this grape grows great here'?

There is deep local knowledge of our regional terroir

Str.Disagree	-	6	Disagree	-	7
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There was a strong feeling that there was no mention of culture in understanding terroir. For the Island, they see local culinary culture as a key anchor to build on. How some local wineries and growers select varieties so far was commented as more random than knowledgeable. However, there was suggestion that they see a closer comparison to Washington State rather than other BC sub-regions, and they felt that the timing is perfect now to help decision making across the community.

We know what flavours our terroir can produce

Disagree - 8 Agree - 2 Str.Agree - 3

Some felt that, individually, they have an idea of what they're trying to achieve but can't claim every profile. They know what the island can give them - i.e. a robust aroma and clean crisp fresh wines - and so see major potential. Ultimately, the region is too new and still gaining experience, but reported that they do taste each other's wines regularly to help progress shared learning.

The relationship with our terroir provides a story respected outside BC

Disagree - 4 Neutral - 3 Agree - 2 Str.Agree - 4

The group felt the island terroir provided a 'unique' offering over 'better', as they're still learning how it compares in quality, while their underdog story was seen as an interesting as well as exciting trajectory. Similar to other sub-regions, they acknowledged being small, emerging and still having a way to go.

Summary

There was a strong sense of identity for the island, what it offers and what it could offer as a wine region, with good established cooperation to work together on key topics. They saw their pioneering spirit as a key part of their identity and are beginning to learn of strong potential for the island that would fit into a wider tourism industry identity.



Kelowna

6 Participants

Identity Mapping

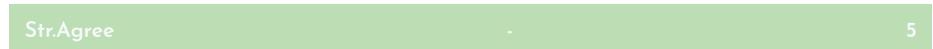
The participants acknowledged that BC had a very short history as an emerging wine region, while lacking a comparable culture to other wine regions. The terroir was seen as highly diverse, with a unique collection of microclimates, glacier deposits and a regional geology as fundamental to story. The group expressed that their recent emergence as a wine region has contributed to very defined local change, which they felt isn't celebrated or recognised by regional government. Across the region, they see need for a leadership role to reflect the entrepreneurial spirit so far and an exciting story of discovery that people can get behind. They did question how their emergence benefiting from climate change could be positively linked to their authenticity as a region.

The group particularly suggested that tastings reveal very distinctive expressions of known varietals time and again. With consumer tastes in wine styles changing, they felt the region should be eager to capture those looking for new styles. The participants saw a need to find key varietals but also see a challenge in this process, with the climate still changing. There was a strong link from quality to standards and how this isn't reflected in marketing and Canada not being signed up to international standards of wine labelling. The key story for the region was seen as based on its diversity, with lots of individual stories that connect on a strong sense of sub-regional terroirs, and a key audience in high calibre wine makers coming to discover wines, through which an international profile might be established.

Provocation Discussion

The group chose Narrative as their focus, as they also felt this was where they needed to do the most work.

The relationship with our terroir provides a story respected outside BC



Collectively, the group felt there was a very strong story regarding their terroir, but that not everyone knows about it yet. They saw the key missing audience for their story as policy makers, claiming they don't view the wine industry as added value. As such, they discussed recognition through a stronger link to the heritage of agriculture in the region.

Our culture of wine production provides a story to be respected outside BC



Those in agreement argued that the culture is here, with wine makers proving very attracted to the region and its diversity of possibility for wine-making. But others felt this story isn't working outside BC, only with one-on-one visitors, as having a wine culture is very new to Canada.

The expression of our type of wine is well understood outside BC

Str.Disagree

6

This was seen as not yet well defined. They felt there is a story emerging around terroir and acidity, with work happening in the sub-regions on types, and felt confident they could express it once they understand it. They observed that with very limited land, and 90% of the market being BC, this set a challenge in growing an international market more as a PR exercise.

We are really good at telling what we are

Str.Disagree - 1 Disagree

5

They felt they knew a lot about each other and have great individual stories, but acknowledged the story needs to give sense to the region and needs to understand how it resonates with all stakeholders, such as wine markets & policy makers.

Summary

There was high confidence in their qualities as a wine region overall, particularly in relation to local culture and landscape. There was also a strong sense of political need and awareness to help their growth, including appropriate international markets and a connection to wider audiences.



Osoyoos

5 Participants

Identity Mapping

The participants gave a strong story of history for winemaking in the region, noting the role of the canal, irrigation and a reversing of local decline for Osoyoos. The group also acknowledged the South Okanagan region as perhaps the strongest grape-growing region, with more vineyards visible and a hotter climate producing varietals used by wineries across the region. One experienced participant highlighted the disruptive influences of a fast growing industry, making cooperation less cohesive due to constantly new faces. The group recognised the value of how winemakers get together through festivals and events to provide recognition both locally and more widely.

There was admission that the region is still getting to grips with its varietals, but claimed early indication of pinots and rich reds providing good quality wines. The challenge they saw was in finding the great ones. They also admitted that, as the terroir has emerged following climate change, this is expected to present ongoing change that makes the region unpredictable, and was seen as a potential opportunity or a potential risk. They felt stories were shared through being well connected around the Okanagan by wine tasters, but also winemakers were highly driven by telling personal stories. As such, they resounded to the challenge of telling a coherent story: 'what would provide coherence and what levels would such coherence work at?'

Provocation Discussion

The group chose Authenticity as their focus, as they felt this was where they needed more development.

We would be resilient to a change in our markets



There was a key split in the group between their resilience through a strong local market, and having a relatively small share of the international market limiting their reliance on export. One responded that cost of production in BC means only quality wine would really be resilient, while there was some optimism that a growing trend of young drinkers seem to like what BC produces.

There is a well-established culture of responsible wine production



While it was felt there was a lot of passion to do it well, most felt that winery owners weren't quite at the level to support and appreciate a strong wine culture. The region was too young and currently there is too broad a range of expertise and experience among the industry.

There is a strong culture for exploring expression of regional wines

Disagree

2

Agree

3

The group felt there was more exploration of wine expressions than there used to be through growing social tasting groups. They felt most wineries do educate staff on each other's wineries, with a strong camaraderie growing. Ultimately, they saw such a fast changing industry having a key challenge in growing grapes knowledgeably.

Our culture of wine production provides a story respected outside BC

No positions captured*

*Participants chose to return to their seats for this statement.

Participants acknowledged that elements of the media were trying to come up with BC's story, but were wondering themselves what it was. The group reflected how they saw themselves as an underdog story; a small and young industry with genuine emerging quality.

Summary

There were some strong conversations that touched on issues such as BC's loyal, local market and the region's rapid growth, that hadn't emerged in other workshops. While there was a sense of cautious optimism, there was awareness of the challenges and distance yet to travel and the role for a strong identity to establish greater resilience in the industry.



Keremeos

3 Participants

Identity Mapping

The group saw a predominant value in the distinct terroir in the Similkameen Valley, including hot shale sites, being a river instead of a lake, having higher mountains and how a persistent wind reduces pests. They see their visitors as very wine centric and international; enthusiasts needing to go a little bit further for high quality wines. While they feel a strong connection to Okanagan, they highlighted the lack of infrastructure and wider experiences locally for visitors to stay longer than a day trip. As a small sub-region of eighteen wineries and eleven within the association, they felt this provided a strong focus and camaraderie, though currently used mostly for marketing the sub-region.

They also expressed value in how it was the same people behind the scenes as up front, which can achieve repeat visitors due to visitors relishing a direct relationship. As an example, the sommeliers they encounter want to find something no one else has found, and so the group saw the process of identifying a sub-appellation as important and emphasised this following the necessary scientific process. There was confidence that the sub-region could succeed in finding a typicity, with the local high minerality being more like old world wines, showing a dustiness in profiles. In their view, seekers of authenticity shun the major wineries and as a result feel their sub-region should be one to be found, or “you’re out the loop”. They pushed for BC to more widely embrace its diversity, smaller boutique wineries, the natural surroundings, and the personalities involved.

Provocation Discussion

The group chose Narrative as their focus, as they also felt this was where they needed to do the most work.

The relationship with our terroir provides a story respected outside BC

Agree

3

The group all felt it was hard to know how their story is heard outside BC, as they are so deeply embedded within BC. They acknowledged Similkameen Valley probably gets more than its fair share of attention, with international media on BC wines having increased. From one participant’s experience, restaurant buyers and sommeliers are certainly learning of it internationally, such as in New York and Europe.

Our culture of wine production provides a story to be respected outside BC

All neutral between Agree and Disagree

They identified techniques as being drawn from other regions, as the sub-region is too young to establish a local trend, meaning there’s a real mix of practices across the region. For the group, they feel there’s a spirit of education and travelling among some winemakers, which needs to be cultivated more widely.

The expression of our type of wine is well understood outside BC

Str.Disagree

3

There was frustration with how many people think BC produces mainly ice wines. Many visiting sommeliers they met were often surprised by the pure fruit expressions in the wines they tasted. They see a trend for unmanipulated wines, which they produce, and hope interest in them will grow. One participant also claimed there was good ageing potential, which would ultimately change their business model, and wineries currently need people to come visit rather than exporting.

We are really good at telling what we are

Disagree

1

Agree

2

They felt they were good at telling the local story, focused on terroir-driven wines rather than history. They feel little to no indigenous connection. They felt they were quite tight in their small region, but stated a need to do more with Okanagan-based wineries.

Summary

There was confidence in the quality and potential of their wines, with a strong sense of their boutique nature, an 'extraordinary' terroir and a desire to connect with external experts and industries. There was an emphasis on high-end knowledge seeking as key to establishing the quality ambitions for the region as a whole.



Penticton

12 Participants

Identity Mapping

For the terroir, there was a strong recognition of the glacial effects providing a richness to local soils, as well as diversity in the regions across BC and even between individual wineries themselves. They acknowledged a short history of viticulture and winemaking, with many below standard wines produced, but started to see a growing push to quality. There was also a strong response to the issue of people in the industry being mistreated due to wineries, new or otherwise, that may not have management or human resources training, and therefore not necessarily knowing about standards and how to apply them, either generally or to the specific challenges of their industry. They saw a need to provide bespoke support for new wineries and a body of knowledge or information that the region can sign up to.

Members of the group showed a confidence that the region produces distinctive flavours to well-known varietals. While this is still developing, they saw this as providing focus in future. Pinot noir was expressed as having an outstanding expression, as in other workshops. Exploring varietals were discussed as providing the excitement and ongoing debate among the wine industry in BC. Ultimately, there was consensus of an emerging story of discovery for the BC wine region, with the clearest and strongest audience being the BC consumer, which nonetheless always has to work hard against international wines.

Provocation Discussion

The group chose Narrative as their focus, as they felt this was where they needed to do the most work.

The relationship with our terroir provides a story respected outside BC



The group felt everywhere in the BC region had a story of terroir as the most understood value in their wines. This was also seen as carrying a high potential to satisfy a premium market. Others cautioned that it's not just about the soil, as the region doesn't yet get as much out of the terroir as they should. The consensus was that it would get better.

Our culture of wine production provides a story to be respected outside BC



*The CIC labelling issue has been addressed by the Canadian Food Inspection Agency in a Notice to Industry - Update on the Blended in Canada wine labelling consultation, March 12 2018.

There was a strong sense that they couldn't be respected when 'Cellared in Canada' (CIC) was still a prominent issue in the industry*. They also saw it as a young industry still discovering itself, however as one with a marked passion among winemakers. They also recognised that people do keep coming back to the region for the wine. There was a repeated statement of need to shift and absorb respectful practices and be more inclusive in the region's growth.

The expression of our type of wine is well understood outside BC

Str.Disagree

12

At the moment, they saw too much diversity in production, while development in the industry being a fast growing curve that's hard to keep up with. They see themselves currently trying to mimic other regions, while there's a need to progress beyond comparisons with other regions.

We are really good at telling what we are

S.Disagree - 2 Disagree

8

Agree - 2

The general consensus was that they weren't there yet as a region collectively. There were concerns expressed about levels of quality and how telling a simple story is currently quite hard. Some participants raised the need for a select few to step forward and lead such a process. Those who strongly agreed felt that individually they do a good job with their own back-stories.

Summary

There was strong discussion around the controversial issues at this workshop and deep levels of reflection and debate. The group were conscientiously cross-BC when discussing identity for the region and carried a lot of optimistic, passion and forward thinking potential, with a firm confidence that the region will grow and succeed, but concerns focused around the manner of that growth.



Co-Development of Identity Day

Following the Identity Workshops, the task was to analyse the responses and insights from across the sub-regions of BC captured through audio recordings and the workshop tools. This process was led by GSA and took place during Jan-Feb 2018 in time for dissemination and further discussion as part of an Identity Day at the 2018 Wine Leaders Forum (WLF) in Naramata.

The analysis sought to bring out key themes and quotes that would best set out the scope of BC's identity from the more granular details gathered at the identity workshops across BC's sub-regions. The workshops revealed initial insights, nuanced experiences, ambitions and challenges. These were brought together, highlighting common themes and reflections, as well as differences to frame discussion themes when winery stakeholders came together at the Forum.

We refrained from merely presenting the outputs from the identity workshops in detail at the Forum. The workshops were instead presented in brief building towards the framing of reflection themes (presented on the right) for key discussions seen as relevant to the BC wine region's situation, and the role of identity in its development.

An important starting point for the Identity Day was reasserting key objectives, namely:

- Understanding the differences and commonalities across the BC wine region
- Determining the aspects of BC's identity seen as important for framing action and collaboration

This would go on to be an essential resource during the Forum itself, as these objectives acted as an anchor to engage with the Identity Day activities and develop collective outputs. The following pages capture the discussions and outputs from these key themes during the identity day.



Wine Communities

To explore where their communities come from and where they want to be



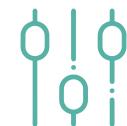
Doing, Leading, Making

To explore what wineries have been doing and what they need to progress



Wine Explorers

To explore those enthusiasts and professionals interested in BC wine and what they mean for their developing identity



New Expressions

To simply explore what level of typicity is already emerging from their wines

*Fraser Valley has
got to unite together.
Okanagan has got
to unite together.
The Islands have got
to unite together.*

Followers

Who is interested
in BC wines?

Interest

What are they
looking for?

Influence

What can they
provide for you?

*Then, once we've
figured out our own
regions, we can
all come together
and unite under
a BC front.*

~ Fraser Valley Workshop Participant

Wine Communities

Set Up

Through the Identity Workshops, participants shared their understanding of their sub-region's terroir through the unique soil, landscape or climate, while making less certain connections to how this relates to a sense of place for people living in the region. These human factors of terroir, relating to local people and to local culture, are worth closer consideration. Many participants claimed BC lacked a history or heritage in wine production, but there is still some history and this history is happening now.

Wine Communities explored aspects of people and place within a timeline looking back to the region's past, where BC's development as a wine region came from, and then looking forward to its future, where it hopes to be as a community. To keep this open, participants were asked to explore the tangible and intangible elements they understood as part of wine communities, in order to allow key values, beliefs and behaviours to emerge.

Outcome

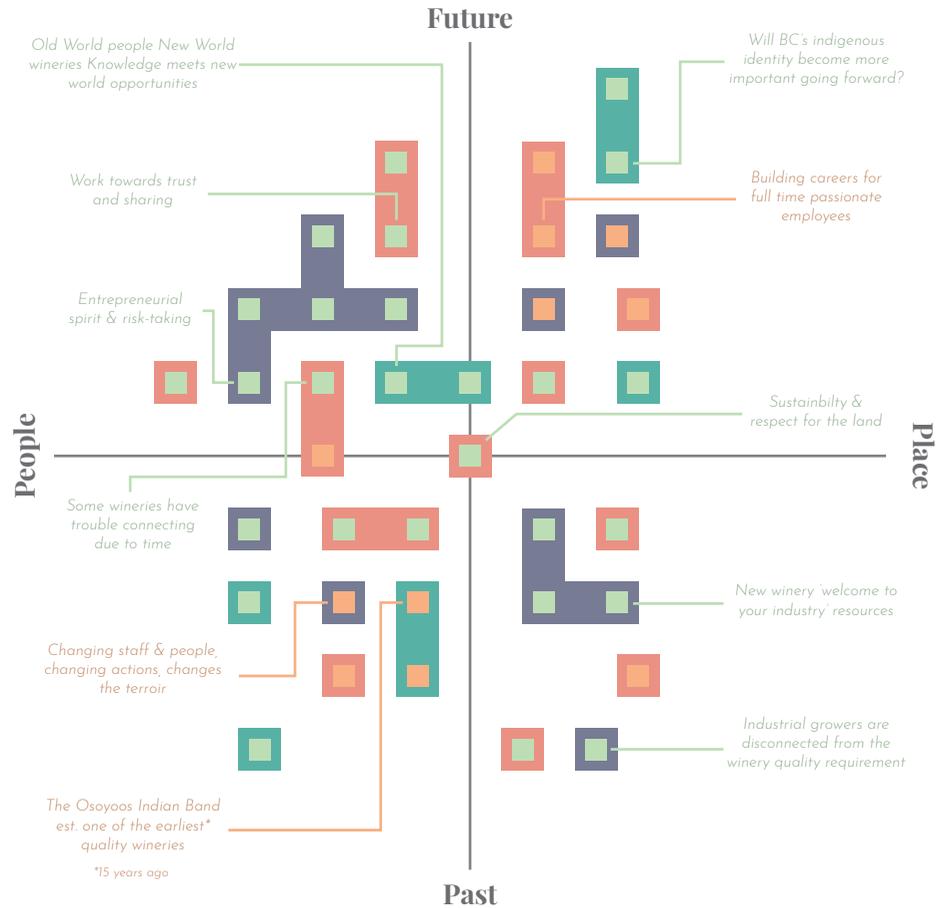
Participants understood the matrix (past/present; people/places), but were less confident in the task regarding the tangible and intangible aspects that make up BC's wine communities. Nonetheless, the discussions brought out a wider understanding of how intricate and fragmented BC wine communities were. Participants responded to the overall idea of just how they identified their community and the benefits and hindrances they experience in how wine communities were developing.

Complete responses are provided in Appendix B



Overview of card placements with selected written responses

- Cards**
- Intangible
 - Tangible
- Themes**
- Connections & Trust
 - Learning for Success
 - Diverse Heritage



There were three key themes, highlighted in the coloured areas, for how participants responded to the Wine Communities matrix and prompts:

Connections & Trust

The first theme came from participants stressing a need for stronger connections and relationships between core members of the wine community, with participants acknowledging the important role of grape growers and making time for small and new wineries to connect and build respect for each other.

Learning for Success

The second theme comes from a consistent desire for the wine community to mature as an industry and learn how to improve their wines and capabilities together; both through taking risks and respecting a relationship with the land.

Diverse Heritage

The third theme observes the multicultural and diverse heritage of wine producers and practices, which were expressed as largely European, and reflections on the role of the First Nations identity historically and going forward.

Wine Explorers

Set Up

When considering the individuals that were most attracted by BC's wine production, there was a clear distinction between a loyal BC market of wine lovers, enthusiasts and professionals, and an international market, often willing to travel to BC to 'discover' the new and exciting wines the region was producing. This idea of BC's sub-regions as 'wine destinations' seemed common across most of the workshops, and also seemed enhanced by such an audience wanting to be part of BC's emerging story. This story was seen as having rich potential, particularly when considering the limits of scale and reach BC wine's could have internationally.

Wine Explorers focused on those customers or clients identified as being part of 'discovering' BC wines. This was framed in terms of professionals and non professional enthusiasts, as well as exploring their distance from BC - i.e. local markets or globally. To explore the key audiences for building BC wine's international profile, we asked participants to look at the variety of interested followers, willing to explore BC wines, in order to understand who would be the real champions to enhance their story and their markets through their interests, their potential influence and any wider reflections.

Outcome

Participants were comfortable with identifying the audiences according to the scales provided between local-global and professionals-enthusiasts. The prompts supported useful conversation around known audiences, the limitations faced in reaching the next desirable markets, and some creative alternatives that had been under-explored. A key observation was that their customers and clients did not simply visit for the wine but everything else BC's wine regions had to offer.

Complete responses are provided in Appendix C



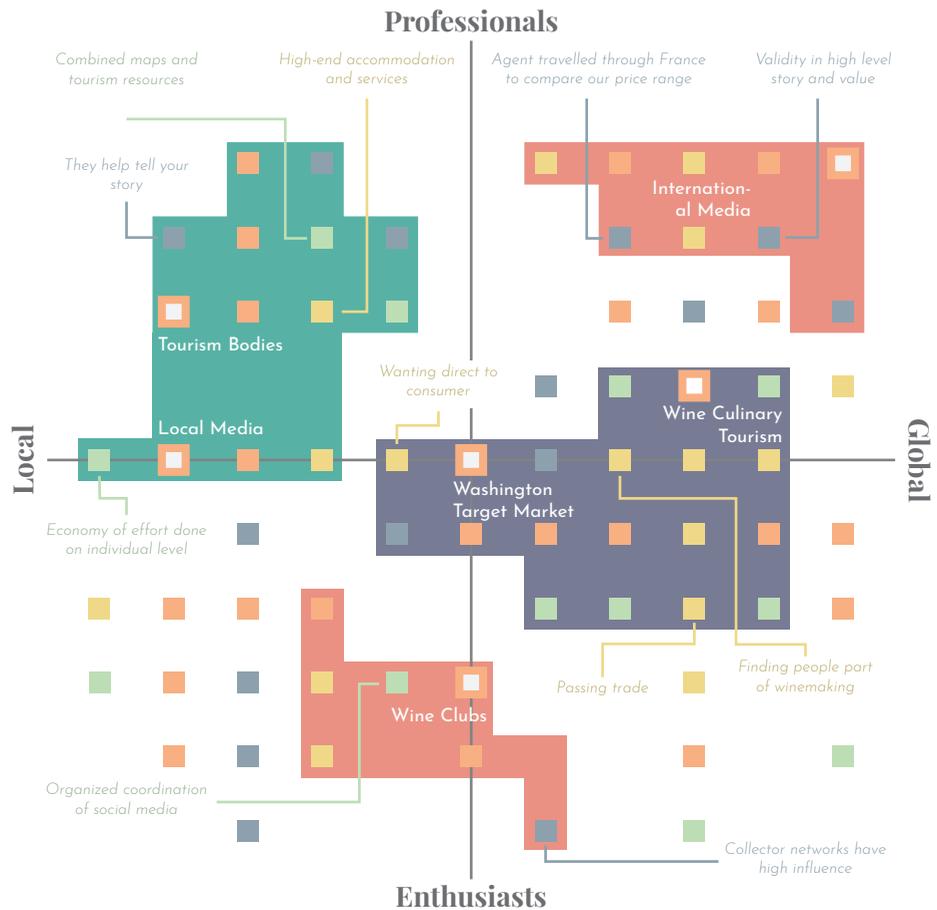
Overview of card placements with selected written responses

Cards

- Interest
- Influence
- Follower
- Champion
- Reflection

Themes

- Regional Promotion
- Next Growth Opportunities
- Prestige Targets



There were three key themes, highlighted in the coloured areas, for how participants responded to the Wine Explorers matrix and prompts:

Regional Promotion

A major area for development was identified in enhancing the local market and connections with local industry. In particular, with tourism bodies and local media, in order to both coordinate on high-end services and infrastructure, as well as offering reciprocal recommendations to support synchronised promotion.

Next Growth Opportunities

Two key champions emerged as untapped or under accessed markets, namely visitors from nearby states, such as Washington, and culinary tourism. The argument was that expanding to nearby states would build on attraction to BC’s loyal market, whilst linking better with culinary and sporting tourism was needed to enhance global reach and reputation; enticing visitors not just for wine alone, but for a whole cultural experience.

Prestige Targets

There were two disparate champions that emerged for similar reasons of enhancing reputations at different market levels. The first, and perhaps obvious one, was gaining international media attention to add validity and value to the story. The second recognised high-end enthusiasts, collectors and wine clubs, who could have a strong online presence and influence a more diverse following as a result.

Doing, Leading, Making

Set Up

A common reflection across the Identity Workshops was of BC still being a young and emerging wine region, following individuals who had set up their wineries with a passionate and entrepreneurial spirit, but with fragmented development. However, with many wineries moving into their second or third generation of owners, there was a sense of being ready to take the next steps in their development as a globally recognised wine region, but unsure of the capabilities and expertise needed.

To explore what capabilities the wine regions of BC have, and what they may need, we asked participants to look at what know-how and innovative potential there is within the industry, both at an individual level and collectively. A further dimension was provided through cards asking both what capabilities or expertise already existed, and what participants felt the industry needed.

Outcome

Participants at this table seemed to focus on what they felt they needed in terms of expertise and capabilities, producing some initial ideas towards meeting these needs. The overlapping meaning between the prompts of Doing, Leading and Making led to participants interpreting their own focus between these headings. However, participants prevailed in setting out the gaps and differences between wineries and activity within BC.

Complete responses are provided in Appendix D



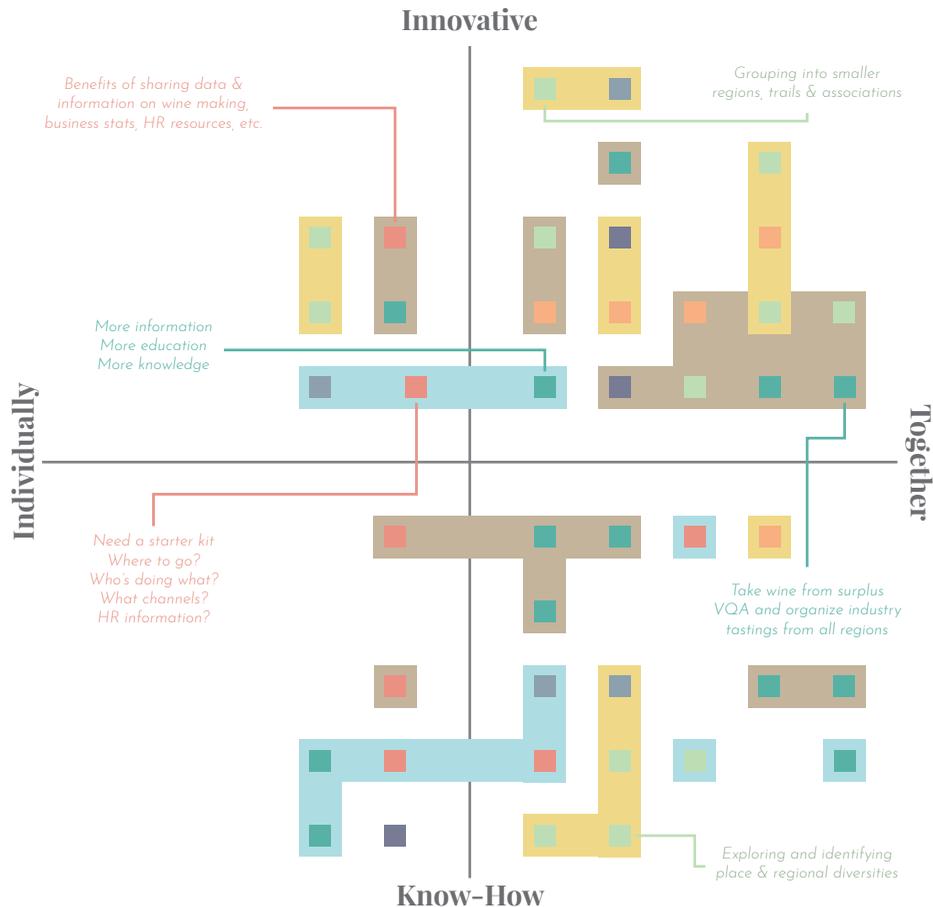
Overview of card placements with selected written responses

Cards

- Making Needs
- Making Now
- Leading Need
- Leading Now
- Doing Needs
- Doing Now

Themes

- Raising Quality
- Culture of Sharing
- Finding Distinction



Again, there were three themes identified across the responses for Doing, Leading, Making articulating work needed going forward:

Raising Quality

Comments emphasised a broad need for knowledge growth and better use of this knowledge in areas such as business guidance, market information, and raising quality levels overall; which can be connected to the Wine Communities table's call for the industry to mature.

Culture of Sharing

One of the responses to this need for raising quality was the different ways the wine community could come together. This emphasised how the industry could collaborate: socially, through festivals and tastings; professionally, through research between regions and experience levels; and combining with other industries more effectively, such as culinary and regions nationally.

Finding Distinction

A particularly area of focus set out by participants for work going forward was to better distinguish the best grape varieties and wines from the region's terroir, towards developing sub-appellations and wine styles.

New Expressions

Set Up

As a result of many sub-regions acknowledging themselves being early in development, they also admitted there were few examples of clear profiles of regional expressions. However, multiple winery participants argued that they were producing new expressions from traditional grapes, largely due to their unique climate and soil, and were eager to develop these expressions in more focused and coordinated ways. In response, we wanted to give the opportunity to explore the variation of expressions BC's diverse range of wines was producing.

New Expressions used a fairly simple format asking a focused question: what expressions do you feel BC wines are producing? Participants were asked to each select from a series of words provided on a menu card and as a group they would learn how common their thoughts of expression were, or how individual.

Outcome

This table produced concise yet interesting outputs. Ultimately, the participants articulated quite a strong common expression for white wine through terms such as 'fresh', 'lively', and 'acid', while red wine had a much less strong commonality. In fact, the most widely used term was 'balanced', which is acknowledged within the industry as being more of an aspiration common to all wine regions. The results from this exercise were visualised within flavour models used by our partners at KEDGE Business School, and the wider wine industry.

Complete responses are provided in Appendix E



Emerging Identity

Group Identity Aspects

The participants were split into new groups for the afternoon to translate the reflection discussions and mapped details into up to 5 key aspects of BC identity, including proposals towards how they could be strengthened.

The groups were asked to 'harvest' the reflection theme tables then broke out into different spaces within the venue to compile their proposed aspects. While harvesting of the tables was limited, the groups presented thoughtful ideas with useful insights, for which we present summaries of their discussions below.

Group A

Boutique, the group emphasised wineries offering first person contact while being focused, premium and terroir-driven; **Undiscovered Greatness**, gave an optimistic take on diverse experiences in the region; **Freedom**, expressed their lack of limitations due to diversity in climate, low regulation and potential for innovation.

Group B

Diversity, cited in their wine styles, culture and terroir as requiring understanding through sharing information; **Wine Tourism**, to make the most of the landscapes, food and improving experiences; **Cool Climate**, associated with their wines' natural acidity and a backbone of character; **Young & Exciting**, acknowledging the experimental and adaptable stage of the industry; **Sustainability**, to encourage stewardship of the land and long term integrity and quality.

Group C

Diversity, as expressed through regional variation in geography, people, grape varieties, culture and agriculture; **Climate**, notable among wine regions for being 'very cool' and northerly; **Place**, where they emphasised what they see as unique and spectacular scenery; **Welcoming**, as part of an authentic Canadian identity where they could be world class; and **Lively**, reflecting the expressions of their white wines, as well as their generally opinionated and non-conformist attitudes.

Group D

Diversity, again related to the dirt, wines, varieties and people, but also the business plans used; **Vibrant Industry**, seen as not stuck in old traditions and free to innovate; **Canada=Quality**, trading on an international reputation for being clean and having high standards; **People**, reflected in both making wine and enjoying wine, reflecting their passion; **Fresh Whites & Balanced Reds**, emphasising the natural acidity of their whites and vibrant fruit in their reds.

“Every winery owner has to wear so many hats. A lot of the wineries in BC are small and you have to know something about the wine industry, you have to know wine making, you have to know grape growing, you have to know how to meet customers in the taste room, you have to be a purchasing agent, on and on and on.”

~Penticton Workshop Participant

Commonalities & Differences

Wine Leaders Forum

Set Up

The following day, as part of the Wine Leaders Forum, the issue of identity was further developed by revisiting the conversations and outputs from the Identity Day with eight Wine Leaders Forum participants registered for the full program to ensure the mapped detail from the reflection themes and group identity aspects was recaptured and reviewed.

This involved going back over the tables mapping the reflection theme discussions and agreeing the key differences and commonalities that emerged. These are presented here as a simple list of short statements, which would then go on to inform the clustering and interrogation of the key identity aspects.



Commonalities

- Some organic clusters, which are self-organised
- A motivation for many wineries starting out is having an exit strategy
- There is a regional history of agriculture
- There is no orientation when getting started
- We're all learning by doing (Entrepreneurial Spirit)
- We all manage a seasonality of labour
- There would be shared benefits to a strong international reputation
- There is a lack of knowledge sharing, time & resources
- There is a shared need for connectivity
- There is a lack of awareness of each other's activity
- There is a lack of relationship with Government
- We share commonalities with other regions globally
- We all want more trust, respect & confidence

Differences

- Ways of trying to use information and experiences of setting up
- Perceptions of quality and perceptions of strategy
- Levels of opportunity across wineries and across regions
- Different stages of development
- Cost of entry for new wineries today, compared to before
- Varying business models and ownership models, including from small wineries with multiple owners and large wineries with a single owner
- Each winery's capacity to engage its markets
- Level of participation by wineries, as they're not obliged to join an association or organisation
- People's backgrounds who run and work in the wineries
- Types of wine grown in the sub-regions
- Export potential of wine produced
- Access to expertise and levels of resource for each sub-region
- Difference of priorities, visions, aims and objectives

Identity Aspects

Wine Leaders Forum

Set Up

Five word clusters were mapped to determine five key aspects of the identity of the BC wine region, which were gathered from across the presentations of the Identity Day, while relating them to the differences and commonalities discussed. Once these five clustered aspects were mapped, the group were then asked to critically evaluate each aspect according to their *integrity* within the industry - i.e. to what extent do the aspects hold true within the BC wine industry? - and according to their *authenticity* as a narrative for the region - i.e. to what extent do they hold true to the expectations and experiences of key audiences?:



Diversity

People & Backgrounds

Terroir

Business Models

Wine

Diversity has been a consistent topic within the discussions throughout this process, both emerging within all of the sub-regional Identity Workshops and the Wine Leaders Forum, Identity Day. The related terms that the group clustered with diversity indicate the key ways that it is seen as integral to the BC wine region. When interrogated within the integrity-authenticity discussion, the exercise began to articulate what embracing such an aspect means strategically for an industry. Namely, the participants identified the challenge of continuing change, both through climate change and the industry's current rapid growth, and the tension this creates through differing interests between winery owners and other stakeholders in the regional and industrial development. This highlighted that, in order to embrace diversity, careful cooperation would be required across the industry to maintain a collective awareness of the diverse activity within the industry, as well as collaboration on how to act on strong collective opportunities.

Welcoming

Tourism

Multi-Experience

Inclusive

Personality

Family & Nostalgia

This was one of the strongest emerging aspects through the process, where participants acknowledged an implicit connection to BC's wider industries with which wine is seen as interdependent. This connection was strongly linked within tourism and how this influences multiple wineries' business models to include and provide experiences for visitors. This also resonated strongly with the other identity aspects to reflect a shared, positive aspiration enjoyed by most wineries. In particular, there were repeated calls for a 'starter pack' for new wineries that would indicate best practice, possibly with essential information of the local terroir and varieties, that would both support a welcoming environment for wineries and set quality standards right from the beginning.

Free Spirit

Lively

Fresh

Youthful

Dynamic

Hope

Untethered

The group made a clear attempt to relate the emerging expressions, particularly of white wine, with a regional personality, reflecting their youth and open attitude as an industry. The debate hinged on whether this would hold out as a long term personality trait, or one they would grow out of, and due to the expected persistence of diverse practice, climate change and new expressions in their wines, they felt BC would continue to provide dynamic offerings to be discovered. As such, this was seen to enhance the notion of the region's diversity, while establishing core reasons to co-operate in discovering these constantly emerging wines. It was also seen as a useful device to possibly diffuse some of the hesitancy for wineries to connect, cited as due to the implicit competition some wineries feel with each other, by responding to common threats and change through gatherings and sharing.

Boutique

Small-Sized
Face-to-Face
High Quality
Concentrated

This aspect drew on strong perceptions of the actions being taken by both large and small wineries. In particular, this reflected the operational models wineries were developing with visitors, and reflected the diverse practices and scale of production dominant across the wineries. For the small wineries, some saw it as authentically replicating their family-owned nature, enhancing ideas of natural and premium wines, personal stories and having a closer relationship to the land. When reflecting on the industry's integrity however, it raised concerns on how large wineries attempt to 'feel' boutique when they are not seen as such. As such, there was discussion around how 'boutique' contrasts with an easy-going, approachable family oriented tourism experience and how this could relate well to advancing the *welcoming* personality and *diverse* offerings and tourism connections in other aspects.

'Cool North'

Glacial Valleys
Spectacular
Super-Natural Place

This was one of the clearest aspects to emerge, as multiple wineries and participants articulated their terroir as something that particularly distinguished them from other regions and wine producers. There were nods to the notion of sustainable or organic grape growing and winemaking, and wider notions of Canada having a 'pristine' and progressive image. The connections to more human elements of terroir and the other identity aspects felt mixed, but most strongly linked to the welcoming, tourism aspect and the dynamic, fresh personality aspect. There remains a question of how far they were currently able to push these values as part of their integrity and authenticity, as the extent of the 'organic' or 'natural' practices isn't wide spread nor consistent across BC. However, the regional history of fruit growing and pushing a general alignment with respecting the environment sustainably were seen to underpin key values going forward.

A photograph of a group of people sitting around a dark wooden table in a meeting room. In the foreground, a woman with reddish-brown hair is resting her chin on her hand, looking towards the camera. Behind her, a man in a plaid shirt is looking towards the right. To the right, another man in a light-colored shirt is partially visible. On the table, there are several white mugs, a glass of water, a smartphone, and some papers. The lighting is warm and indoor.

*“As a group,
we need to be
starting to talk
about concrete
actions.
We have to
figure this
out because
nobody else
is going to do
this for us.”*

~ Kelowna Workshop Participant

Conclusion

The aim of this identity engagement activity was to work with the industry to determine how the British Columbia wine region might clarify and unify its identity, so as to position itself on the international scene. This resulted in the co-design and delivery of Identity Workshops and an Identity Day at the Wine Leaders Forum to engage with the wine industry. Through creative engagement we managed to elicit fruitful and sometimes challenging discussions building towards collective outputs and the beginning of a collective sense of identity.

From the Identity Workshops came detailed insights and responses immediately emphasising the diversity of the BC wine region, both in its terroir and the people and practices operating in the industry. Participants also articulated key challenges and opportunities for the industry, from establishing wider support and connections with key stakeholders, to developing greater knowledge and collaboration to get the best out of the grapes being grown here. In particular, engaging the sub-regions offered an insight into their particular stage of development, interests and aspects to distinguish them within BC's wider story.

From the Identity Day at the Wine Leaders Forum came additional insights and discussion built on identifying the differences and commonalities in values, practice and perceptions among key stakeholders in the BC wine industry. Reflection themes revealed a strong appetite for sharing knowledge and raising quality levels across the industry by gathering and offering consistent data on regional varietals and business support. They also identified both local and international audiences that could help the industry's next stages of development.

Following the Identity Day, participants from the Wine Leaders Forum spent more time with the outputs from the activities to draw out key commonalities and differences, before bringing everything together to shape five aspects to reflect the BC wine region identity today and going forward:

Diversity, in the people, cultural heritage, terroir, business models and wines being produced;

Welcoming, by aligning with tourism and enhancing experiences for visitors and new wineries;

Free Spirit, reflecting their youth as a region with the fresh and lively wines they produce and the personalities that produce them;

Boutique, recognising the many small wineries across BC's sub-regions offering face-to-face experiences and specialized wines; and

'Cool North', celebrating the distinctive climate and glacial-influenced terroir that also offers a spectacular destination.

The Wine Leaders Forum concluded with a discussion to produce action points based upon the outcomes and insights from these activities. These focused on the wider industry continuing to engage on the regional identity as part of wider collaboration going forward.

From the outputs in these series of events, as part of the Forum, the participants proposed shared next steps to progress on a sense of identity.

One such initial step is establishing a leadership group and leveraging resource for engaging the identity aspects and what they mean for the region, collaboratively. This should build dialogue and buy-in from industry stakeholders by comparing the developed aspects with the aims and interests of individual wineries, sub-regional associations and BC-wide stakeholders. This process would then identify knowledge gaps and explore ideas and collaborations to develop the needed work identified.

Each element of this report is intended as a resource to facilitate such ongoing dialogue around identity. The identity workshop themes and insights can be used as a guide for setting goals and for reflecting on progress. The identity aspects can be used to identify and engage the audiences relevant across the wine community and to shape an authentic and consistent narrative. Through engagement with the industry and collaboration between academic partners, this project has helped to clarify and progress key aspects towards a collective sense of identity for the British Columbia wine region.

Special thanks goes to all the participants that took part and put so much energy and passion into the activities and discussions presented in this report.

All images of the workshops and Wine Leaders Forum are credited to Stefan Matis of Plia Film Productions.

For more information about the UBC-Kedge Wine Industry Collaboration please visit: www.ubckedgewine.ca

For more information on The Innovation School at The Glasgow School of Art, please visit: gsadesigninnovation.com

Appendices



Values

What interests most influence this wine region?

Authenticity



People

In what ways do wineries and their makers co-operate?

Authenticity



Methods

What aspects of making came to be important here?

Authenticity



Organisation

How does the local industry represent its interests?

Authenticity



Land & Sky

What makes this region ideal for wine making?

Terroir



History

Why did people start making wine here?

Terroir



Making

What ways of making wine came to be used here?

Terroir



Place

How has wine making influenced life in the region?

Terroir



Quality

How do you decide that your wine is good?

Expression



Varietals

What makes you decide to grow a type of varietal?

Expression



Typicity

What defines the best local wines?

Expression



Distinctive

What makes your wines distinct from regions around the world?

Expression



Storytelling

Where is your story told and who is telling it?

Narrative



Audience

Who is listening to your story?

Narrative



Coherence

What makes your story consistent and coherent? (with your region?)

Narrative



Resonance

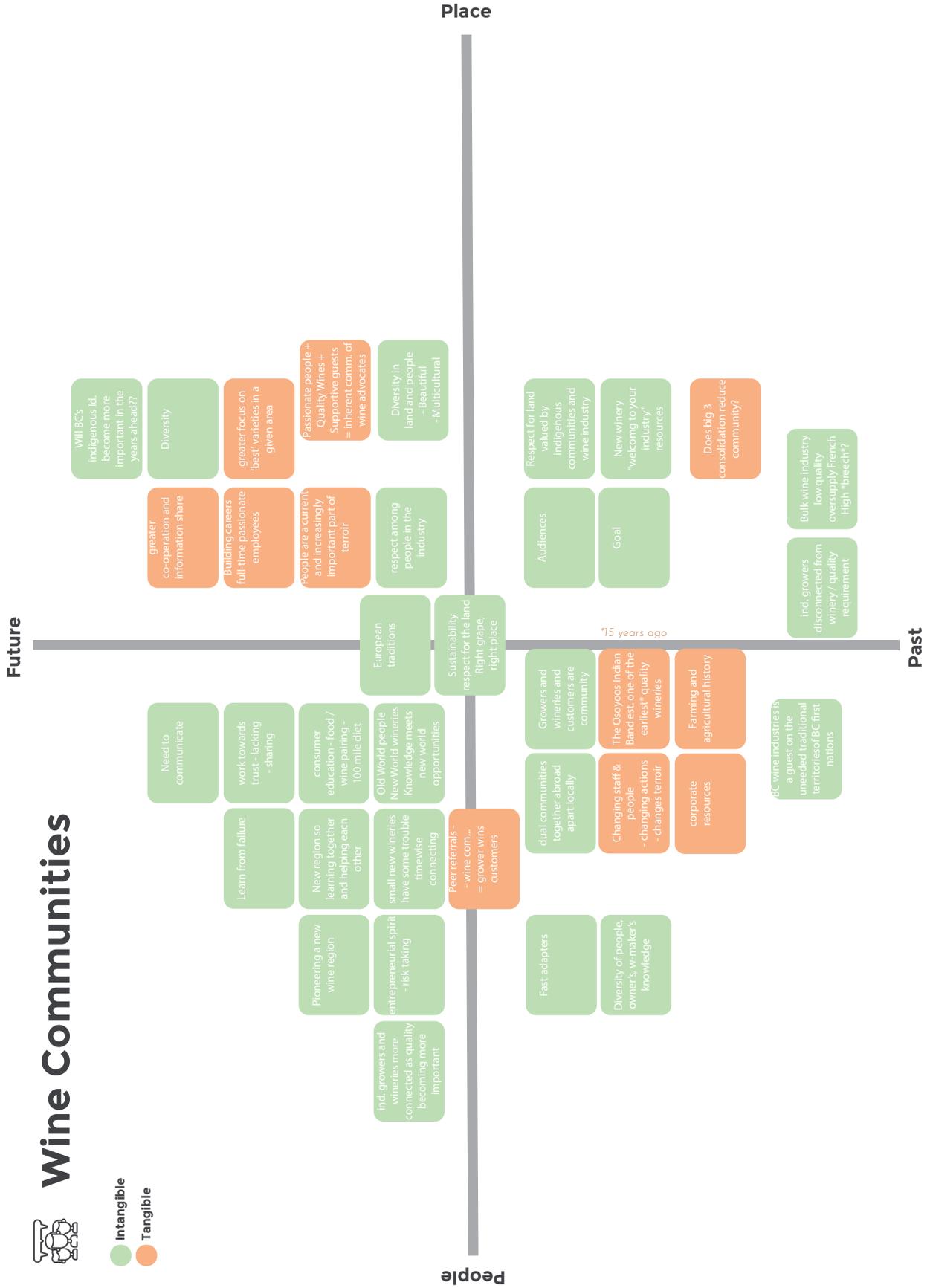
What makes your story so great?

Narrative



Wine Communities

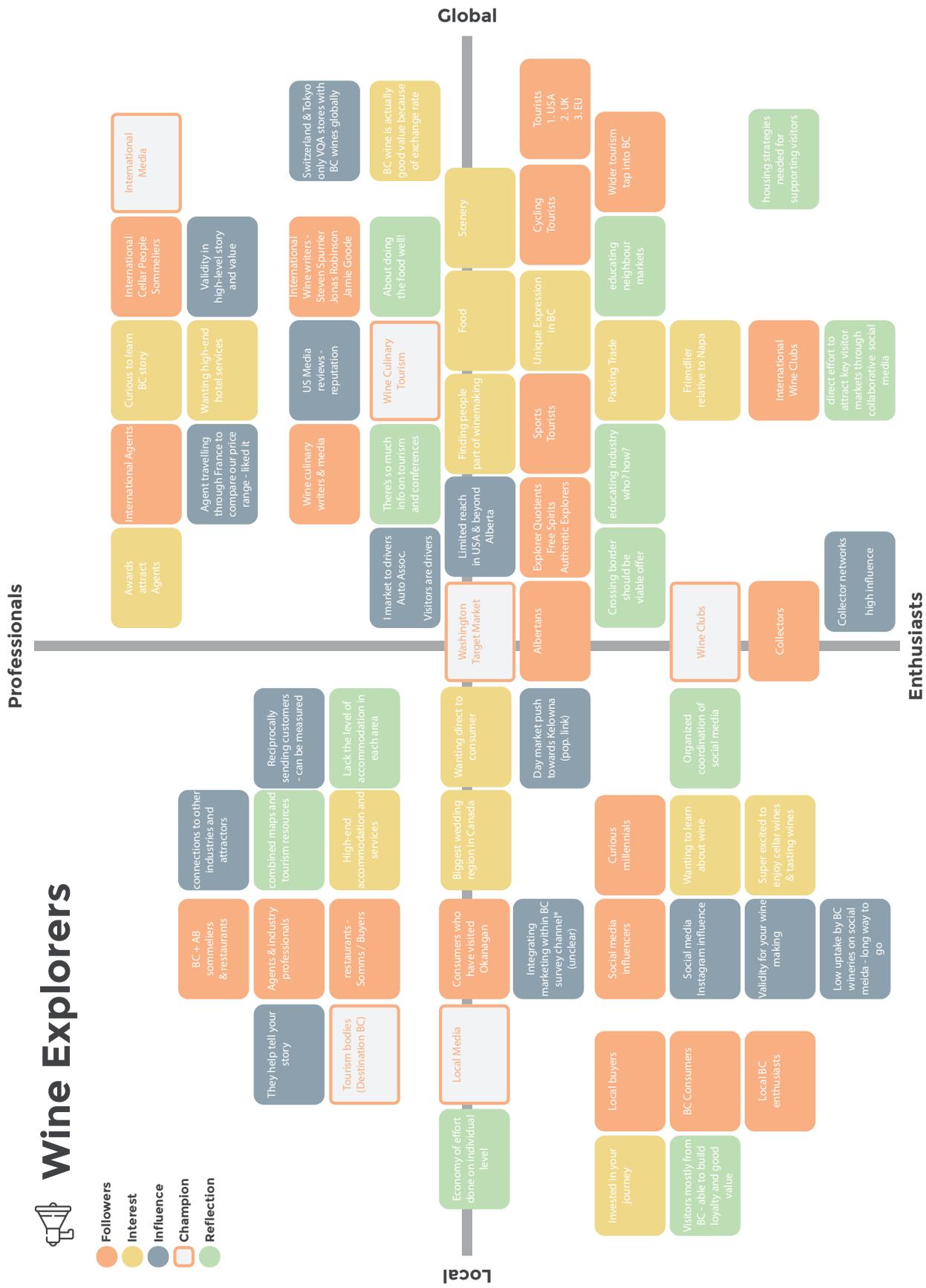
- Intangible
- Tangible



Wine Explorers



- Followers
- Interest
- Influence
- Champion
- Reflection





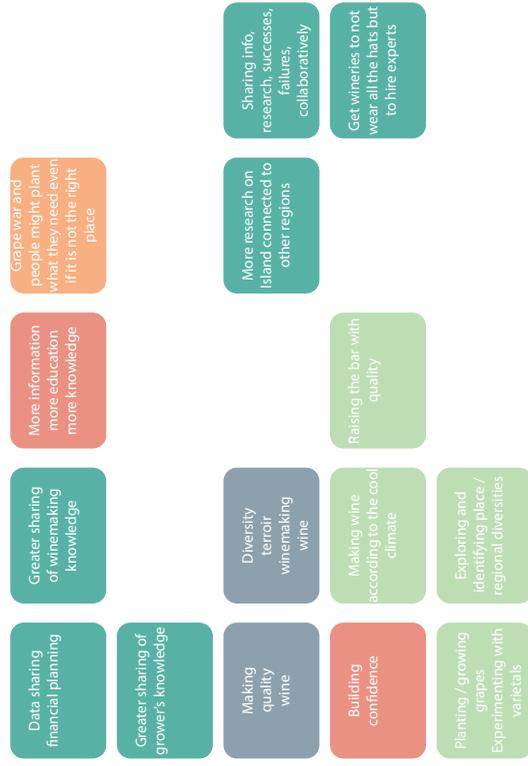
Doing, Leading, Making

- Making Needs
- Making Now
- Leading Needs
- Leading Now
- Doing Needs
- Doing Now

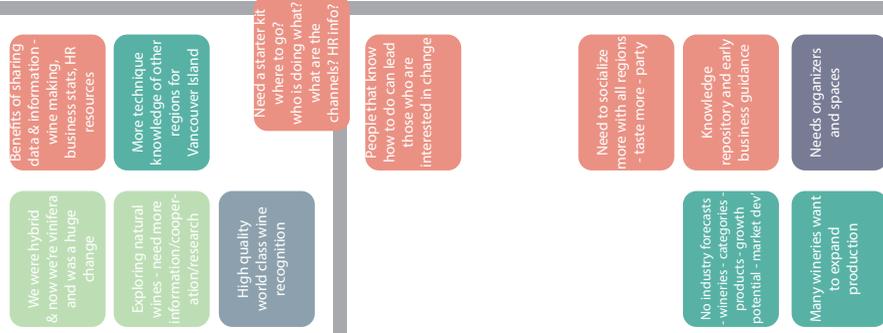
Innovative



Together



Individually



Know-How

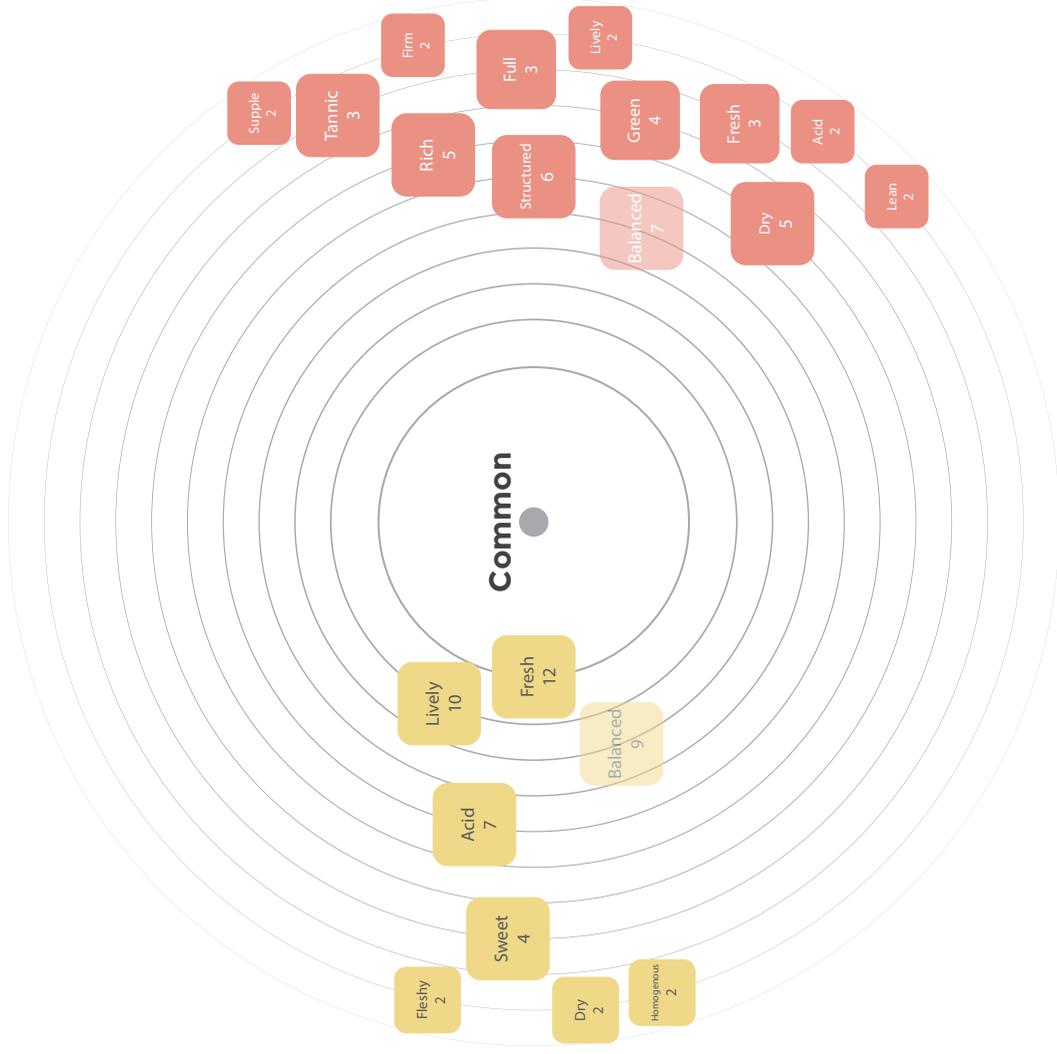


New Expressions

- White
- Red

Note: words selected only once have been omitted

Note: selection of balanced is seen as secondary



Individual

Appendix E

Overview of Selected Wine Expressions Chosen by Participants from New Expressions Table

