

Stakeholders

Winery (principal stakeholder/product champion)

As-is situation. This is our power stakeholder. Our target wineries may be newly purchased or unestablished in the market, without an existing customer base. Otherwise, the winery may already be established, but is looking to expand its marketing through the use of technology.

To-be goals. The primary goal of the owners of the winery is to maximize profit by increasing direct to consumer sales. To do so, they will need to find new customers, and retain those customers so as to maximize repeat sales.

Goal satisfiers. First, our wineries can attract new customers through marketing, promotions, partnerships with third party companies, social networking, and localized shared tasting rooms. Second, to retain their customers, they will need to create a wine club, personalize the wine tasting experience by remembering the customer's previous preferences and orders, and offer exclusive, unbeatable promotions to their existing customers.

Wine Drinkers (end user stakeholder)

As-is situation. There are numerous different customer types in the wine industry. Customers can purchase directly from the winery or through a distributor (market or restaurant). They can be experts or novices in the wine industry. They can have a large or small budget to spend on wine. They can drink wine regularly or infrequently. They can be local or tourists.

To-be goals. No matter the customer type, the main goal of the consumer is to find the best value for their money. Customers are searching for a wine that matches their taste and that is within their price range. They are looking for deals on their favorite wines. They may be willing to receive notifications about promotions, but there is a threshold where too much communication can result in a negative outlook on the winery.

Goal satisfiers. The best deals will be purchasing directly from the winery. Becoming a member of the wine club in order to receive promotional deals is the best way for consumers to find their favorite wines at the cheapest price. Wine clubs should provide their members with exclusive promotions and events to increase direct to consumer sales and provide the customer with an unbeatable customer experience with the wine. Members can contribute to the overall experience by sharing their personal experiences of best food pairings and recipes with the wine club community.

Third Party Partners (partner stakeholders)

As-is situation. Small businesses in other industries are also trying to connect with new customers and retain existing customers. They may be tackling this challenge

To-be goals. They can partner with other industries in order to bring more value to their customers and differentiate themselves in their own industry. By pairing up with the small, family owned wineries, they can provide a packaged service, where they are extending their control of the scope of the experience of their customers to attract and retain customers.

Goal satisfiers. Small wineries could partner with tourism groups, limousine services, and restaurants to offer their customers a complete day of wine-tasting in which accommodation, transportation, and restaurant reservations are planned based on the customers' preferences and/or previous experiences.

Vineyard Technical Support (partner and/or insider stakeholders)

As-is situation. Existing vendors or vineyard staff may maintain legacy technical solutions for the vineyard. They try to update new information of the vineyard via homepage or social network services such as Facebook and Twitter. It seems to be hard to post new information regularly because it is impossible to have a full charge technical worker in small vineyards. Moreover even though vineyards have multi online channels, they exist separately so that customer should access different entry.

To-be goals. All technologies must be integrated to the extent possible so that customer can easily find what they want.

Goal satisfiers. Our team must work closely with existing technical staff and infrastructure to ensure systems integration.

Law enforcement (potential negative stakeholder)

As-is situation. The wine industry is governed by complicated, localized, and rapidly changing regulations. Wineries are limited by the number of tasting rooms (touch points) they are allowed to have, as well as distribution to particular states.

To-be goals. To ensure that the current laws are being followed by all wineries.

Goal satisfiers. Law enforcement problems can be avoided by initiatives that remain within the scope of existing legal constraints.

Industry Groups (out of scope)

As-is situation. Industry stakeholders, such as the Napa Valley Vinters Association, support projects that promote vineyards more broadly. They are unlikely to partner with our team on projects that benefit individual businesses.

To-be goals. Our team will avoid working directly with these stakeholders, as they may not be interested in supporting the initiative.



Figure 1. Stakeholder diagram

Prioritization and Risk Mitigation

Risk	Probability	Impact	Action Plan
------	-------------	--------	-------------

Legal constraints may limit opportunities for innovation in sales and distribution.	High	High	The team will focus our strategy on web-based outreach and marketing services to avoid legal issues surrounding retail sales and tasting rooms.
Small winery owners may lack the funds to adopt new initiatives.	Medium	High	The project will focus on online initiatives rather than person-to-person services. Broader services can be designed to spread cost over multiple wineries.
Scope and objectives may “creep” to a scale too large to tackle in a single semester.	Medium	High	The team will focus on one part of the problem and work to perfect the items that are in scope.
Team may lack sufficient background or expertise in the wine industry.	Medium	Medium	The team will research and study all aspects of the wine industry to better understand the market and its constraints.
Small winery owners may lack the time or motivation to participate in the project.	Medium	Medium	The team will provide a detailed plan that will demonstrate the added value that they will enjoy by participating in the project.
Vineyards may have drastically different needs, making it difficult to develop a generalized “tool kit.”	Medium	Medium	If necessary, the team will focus on tackling one part of the problem and a limited subset of the business types in the industry.
User requirements may be vague.	Low	Medium	The team will communicate carefully with winery owners to clarify ambiguous requirements.
Small winery owners may lack technical skills to adopt and maintain new	Low	Medium	The team will design services to require minimal technical knowledge and work to educate winery owners on maintenance tasks.

systems.			
Team may face challenges with communication and organization.	Low	Medium	The team will work to establish leadership and a model of shared responsibility. The team will establish clear roles for each member.

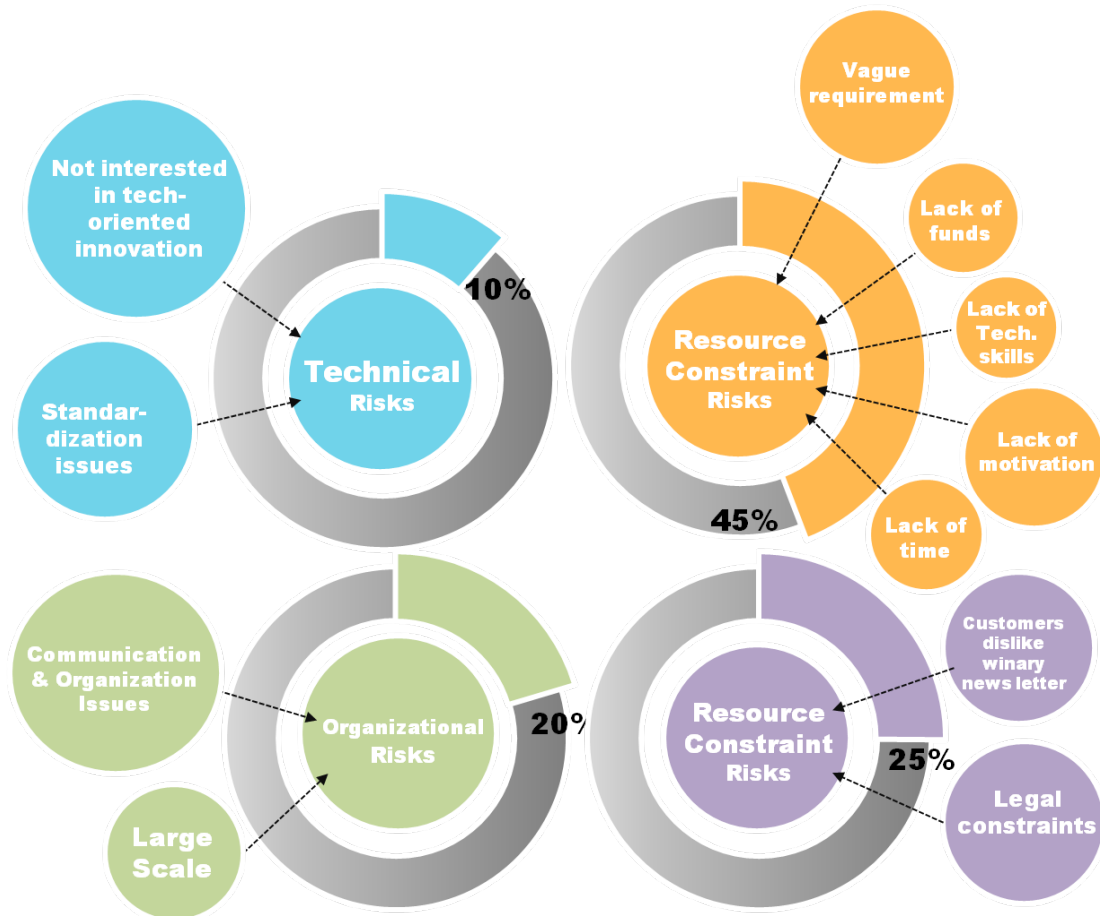


Figure 2. Potential Risks diagram