



THE INSTITUTE OF  
**MASTERS**  
*of WINE*



**STRATEGIC PLAN**  
**2016 – 2021**



# Introduction

## OUR MISSION

Through its Members and activities, the Institute promotes excellence, interaction and learning across all sectors of the global wine community.

## THE DEFINITION OF A MASTER OF WINE

A Master of Wine is someone who has demonstrated, by way of rigorous examination, a thorough understanding of all aspects of wine and an ability to communicate clearly. A Master of Wine will actively encourage others in the pursuit of knowledge and will seek to bring wine communities together.



## OUR KEY VALUES

Members of the Institute, students on the Study Programme and Institute staff will:

- Act at all times with integrity, judgement, independence and informed courage of conviction.
- Be dedicated to the pursuit of excellence in all their professional activities.
- Seek to communicate effectively with all stakeholders.
- Be dedicated to opening the opportunity of the Institute to others.
- Act with respect to each other, and to those with whom they come into contact in their role as Masters of Wine, students on the Study Programme, or as employees of the Institute.
- Be committed to and exercise responsibility for their own professional development.



# IMW Strategy 2016 – 2021 including objectives and action

## 1. MEMBERSHIP

Retain active and engaged Members of the Institute, and enable our Members to contribute positively to the world of wine.

### a. Maintain and strengthen the MW community

- Develop and maintain a consistent list of MW benefits in different geographies.
- Plan and (where necessary) host a comprehensive range of events, in diverse geographies, from formal Symposia to technical events, trips and casual get-togethers.

### b. Create and maintain opportunities for Members

- Develop relationships with academic wine bodies for professional development for MWs.
- Strengthen access to wine databases, information portals etc.
- Construct and maintain a database as a window for MWs' professional opportunities.



- Actively promote activities and accomplishments of individual Members.
- c. Make the Institute recognised as being a truly global body**
- Plan and publicise engagement worldwide.
- Utilise existing trade fairs in diverse geographies to host relevant events.
- Use a diverse range of media to conduct meetings and information sessions.



## 2. CANDIDATES

Build Membership of the Institute by attracting high calibre potential members and supporting them to becoming Masters of Wine.

### a. **Enhance recruitment processes to support the admission of capable, well qualified, students**

- Introduce a programme of active recruitment across key and target markets.
- Continue to apply a consistent admissions approach for all candidates.
- Build a clear, 'data-driven' understanding of candidate success factors.
- Develop and enhance published information on the nature of the Study Programme and its requirements.
- Work with Trade bodies to identify and recruit prospective students.

### b. **Implement and maintain initiatives which help to support increased levels of success on the Examination and Study Programme**

- Develop and use datasets on student performance to inform future development.
- Actively promote data-driven approaches to changes in the Study Programme.



- Ensure that MWs supporting the Study Programme have been given relevant training and development opportunities.
  - Ensure that all Study Programme initiatives are offered in a standard and consistent way across all geographies.
  - Maintain the rigour and standard of the IMW Examination.
- ### c. **Introduce mechanisms to ensure the Study Programme maintains its global relevance and rigour**
- Maintain and build upon the cycle of annual and periodic reviews, planning and development initiatives to optimise the Study Programme.
- ### d. **Ensure that the student experience remains enriching, relevant and engaging**
- Continue and enhance the range of trips and visit opportunities, in collaboration with Supporters and industry bodies.
  - Develop more ways to enable students to connect and network with each other through on and off line initiatives.
  - Develop mechanisms, such as scholarships, to help broaden access to the Study Programme.



### 3. REPUTATION

Build and protect the reputation and image of the Institute worldwide, and ensure that we have a highly regarded membership body.

**a. Establish and maintain the reputation of the Institute as the world's best wine community**

- Ensure that MW news events are represented across all relevant media.
- Source and utilise regional PR companies to spread the IMW message.
- Build and maintain links with former students so they engage with the Institute as part of our wider community.

**b. Ensure transparency and clarity in communications to all audiences, both internal and external**

- Maintain the website as an effective marketing tool and the primary source for current information on the Institute.
- Place all non-sensitive information in open areas of the website.
- Present all public information, whether on or offline, in an accessible and easy to understand manner.



## 4. WINE INDUSTRY

Engage with the wine industry worldwide and its development in a way that demonstrates our relevance.

### a. **Build and maintain strong partnerships with potential and existing Supporters to facilitate events, scholarships etc**

- Ensure the Institute's Supporters reflect the global nature of the wine trade.
- Recruit an appropriate network of new Supporters.
- Hold Supporters' Summits to share information and build mutually beneficial relationships.
- Facilitate links between Supporter organisations, students, and Members.



### b. **Construct a programme of trade events to continue to show relevance in the wine industry**

- Hold events that are of value to the trade.
- Use the Annual Reception as a 'signature' event, as a way to engage the global wine trade.
- Work with the organisers of Trade Fairs to build the image and represent the Institute's vision and mission.
- Establish links with trade bodies, distributors, suppliers, and academic institutions in key and target markets.
- Ensure the quadrennial Symposium is accepted as the key wine trade event.
- Promote individual MWs who are taking part in trade-relevant activity; invite them and other credible trade figures as speakers and participants to Membership and public events.

### c. **Maintain and enhance trips for Members and Students**

- Target and plan such activities across a range of geographies and producers.



## 5. INFRASTRUCTURE AND RESOURCES

Establish processes and ensure the Institute has a framework to enable it to achieve its strategic goals.

### a. Ensure the Institute has stable and transparent financial resources and processes to achieve its strategic goals

- Ensure the Institute has relevant and transparent processes in all its activities.
- Plan and disseminate appropriate budgets for all activities in all geographies, to ensure for prudent financial controls and understanding.
- Ensure the Institute has a regular and healthy income stream.
- Continue to make the Institute a positive work environment, with transparent and open communication.

### b. Ensure that all Institute-led activities are conducted to consistent and measurable standards of service

- Develop and implement an IMW database and IT system.
- Define and publish firm governance structures for the IMW team and committees, with clear roles, responsibilities and transparent succession routes.
- Identify and develop IMW headquarters to provide longevity for the Institute's future.



### c. Strengthen the Institute's legal protection in all geographies

- Maintain strong copyright / legal protection for Master of Wine title.
- Build and maintain MW publicity archive for legal protection.
- Respond to all challenges to the MW title.
- Ensure IMW activities are legally constituted and protected.
- Develop and maintain a risk register for all IMW activities.

### d. Make sure the right people are in the right jobs

- Maintain clarity and understanding of roles and responsibilities for all IMW team posts, while allowing room for personal development within them.

**Principal Supporters:**

AXA Millésimes  
The Austrian Wine Marketing Board  
Berry Bros & Rudd  
The Madame Bollinger Foundation  
Waitrose

**Major Supporters:**

Constellation Brands  
Istituto Grandi Marchi  
Jackson Family Wines  
Riedel Crystal  
Santa Rita Estates  
Taransaud Tonnellerie  
Vins et Vignobles Dourthe

**Supporters:**

Accolade  
Le Conseil des Grands Crus Classés en 1855  
Gonzalez Byass  
Hildon Water  
Lallemant  
MACH Flynt Inc. / DC Flynt MW Selections  
Maison Louis Jadot  
Primum Familiae Vini  
Südtirol/Alto Adige Wines  
Symington Family Estates  
Trentodoc  
Villa Maria Group  
Viña Errázuriz  
The Vintners' Company  
William Fèvre



**The Institute of  
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