

EXECUTIVE SUMMARY

Viña Concha y Toro's (VCT) strategic research and development (R&D) plan 2016-20 demonstrates the commitment of the Center for Research and Innovation (CRI) to its mission of "promoting applied research, technological development and knowledge transfer, in order to contribute to the competitiveness of Chile's wine industry and its success in the face of new challenges." To fulfill this mission, the CRI has established the strategic vision of positioning VCT as a leader in research, development and innovation in the global wine industry in a period of five years, through the strengthening of its internal capabilities to conduct investigation, technological development and innovation in viticulture and wine science, and effectively link the worlds of academia, industry and society.

In order to develop the strategic R&D plan, a review of VCT's previous and ongoing research activities (private and collaborative, Wines of Chile R&D Consortium, approved projects under the R&D law and other initiatives), relevant research topics in the global wine industry, strategic plans of other international research centers and the identification of ideas, needs and opportunities within the company was carried out. Regarding this last point, VCT's challenges and issues were examined during various technology transfer and outreach activities, meetings with other departments and technical visits to wineries and bottling plants, including Trivento (Mendoza, Argentina) and Fetzer (California, USA).

The plan is structured around its strategic vision, in accordance with the following factors described by Pisano (2012) as being necessary for an R&D strategy: architecture, people, portfolio and processes. The activities, expected results and key performance indicators (KPIs) designed for this plan will enable the strategic objectives of positioning the CRI at the forefront of applied research and technological development in priority areas for VCT and the national wine industry, consolidating the capabilities for conducting high impact R&D and positioning the CRI as an important player in innovation, and ensuring the effective transfer of knowledge generated and results to the industry and society.

The current portfolio of initiatives is organized in an R&D matrix with two dimensions: [1] the wine production and commercialization value chain and [2] the level of impact of the value generated. Each initiative is efficiently described in the R&D files. There are currently more than 50 ongoing initiatives, mainly related to viticulture, oenology, product design and markets (corresponding to 76% of all initiatives). Within the ongoing initiatives, 19 are led by the CRI, 6 are co-led by the CRI and partner organizations, and 12 are directed by Wines of Chile. It is important to highlight the impact of the initiatives, which is mainly associated with resource optimization (28%), quality (34%) and sustainability (20%). To generate new R&D initiatives, proposals will be submitted to a strict process of identifying new ideas and evaluating the scope and impact for VCT in a joint effort with the applying departments.

In order to prioritize efforts and resources, long term strategic R&D programs were designed, addressing related and complementary initiatives which together aim to generate synergies and strengthen the wine production and commercialization value chain. The strategic programs are: (i) Strengthening the production area of plant materials, (ii) Water resources and scarcity management, (iii) Quality assessment of grapes and wines, (iv) Instrumentation, automation and IT applications, and (v) New product design. Additionally, the strategic programs enable effective governance through ad-hoc technical committees for each program, responsible for the relevance analysis and technical and economic feasibility evaluation of the R&D initiatives. These committees will be made up of suitable individuals from VCT's different departments, who will also evaluate results and oversee implementation and industrial scale-up. Similarly, the strategic programs enable the outreach agenda to be organized around priority issues, and technology transfer to be carried out efficiently.

Together, the strategic R&D plan presented here constitutes a unique opportunity to structure and manage the activities of the CRI in order to produce and communicate high impact applied results for the company and the wine industry.