

# Are You Sure You Know What Business You're In?

*Jerry Douglas*  
*Southeastern United Grape & Wine Symposium*  
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# What business are YOU in?



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# Farmer?



# Winemaker?



# Guest services?



# Wine as a Business

*Vision*

*Business Model*

*Strategy*

*Plan Development*

*Execution*

*Adaptation*



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# The Business of Biltmore



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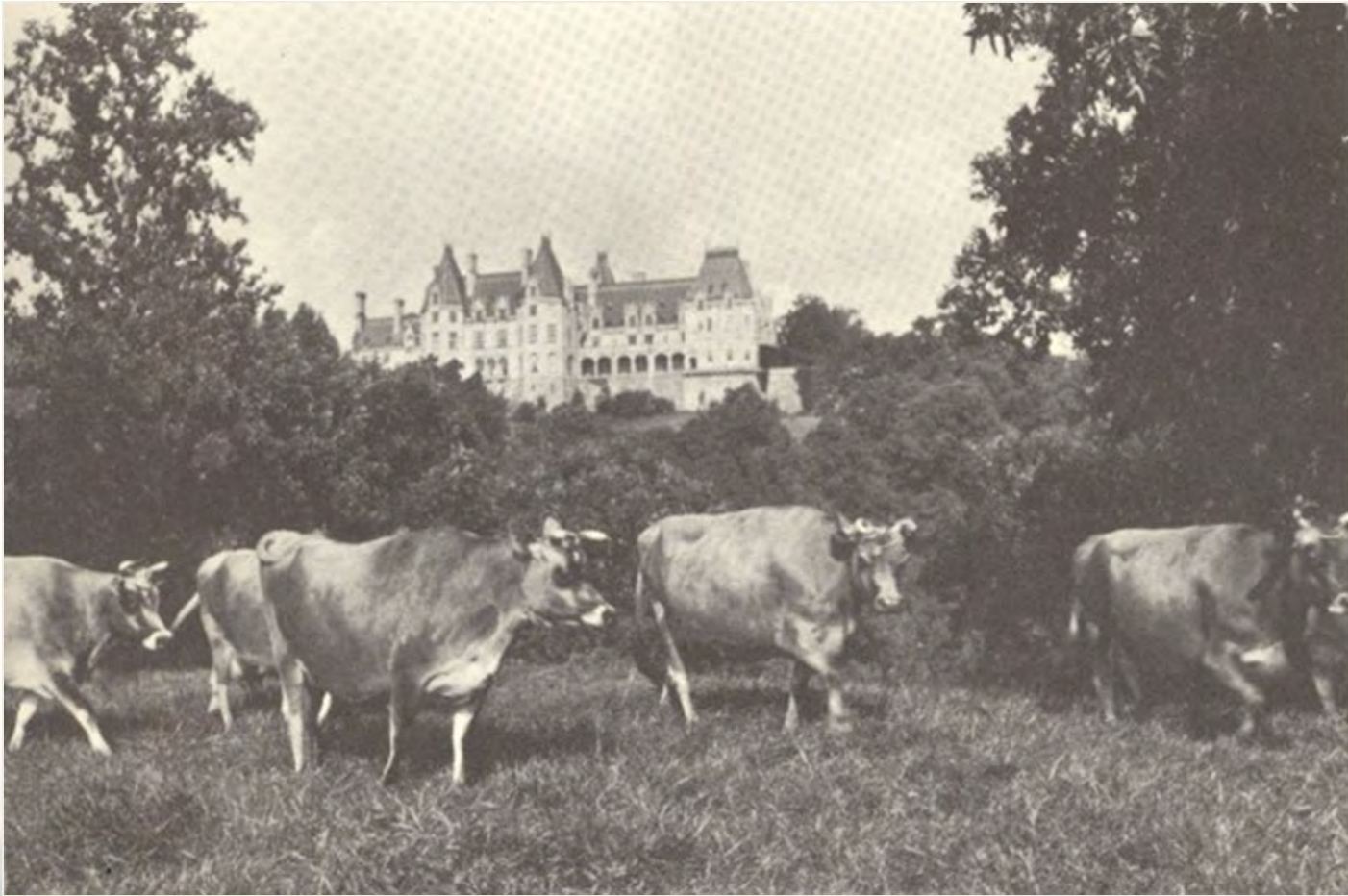
# Who was George Vanderbilt?



- Vision for Biltmore
- Money
- Persistence
- Adaptation







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# Biltmore Milestones

- Late 1800's:** Biltmore Estate established;  
Horticulture and dairy are  
revenue producers
- 1914:** George passes away; 85,000 acres  
sold to the forest services
- 1916:** Flood ends horticulture business
- 1930:** Biltmore House opens to public  
and attraction business begins



# Biltmore Milestones

**1930–1950's:** Dairy supports business, but estate gradually falls into decline

**1959:** Mr. Cecil returns to manage estate/build business

**1968:** First Profit = \$16.24



# Who is William A.V. Cecil?



- Vanderbilt's grandson
- Mission
- Vision for Winery
- Persistence
- Adaptation



# Biltmore's Mission

The preservation of Biltmore as a privately-owned, profitable, working estate



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# Biltmore Wine Milestones

- 1971:** First grapes planted (native); followed by French-American hybrids; followed by vinifera
- 1977:** French winemaker hired
- 1983:** Biltmore Estate Wine Company established; Winery construction begins
- 1985:** Deep freeze kills 70% of vineyard; Winery opens to guests



# Biltmore Wine Milestones

- 1986:** First wines distributed through three-tier
- 1995:** Cecil retires and his son becomes President & CEO
- 2005:** Wines sold in 10 states
- 2009:** Plan for national expansion develops; wines sold in 19 states
- 2011:** Wines sold in 26 states



# Who is William A.V. Cecil, Jr.?



- Vanderbilt's great-grandson
- Vision
- Persistence
- Adaptation





# Biltmore Wine's Next Phase

- *Adapting business to address long-term sustainability*
- *Hospitality & tourism*
- *Focus on the guest/consumer*
- *Innovation and future possibility*



# Hospitality



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Thank You!



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