

From Grape Grower and Winemaker to Wine Tourism Operator: An Interview with Shaun Cassidy of Merilba Estate Wines, Kingstown.

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ABSTRACT: Shaun Cassidy is Managing Director of Merilba Estate wines and the Chair of the New England Australia Branding Strategy Committee. Mr Cassidy participated in a Wine Business Research Symposium convened by the School of Business, Economics and Public Policy, University of New England on 13 August 2010. We asked Shaun to provide his perspective on the wine industry in New England, in particular his experience in developing his business from grape growing and winemaking to investing in a cellar door facility, the development of the New England Australia wine region as a wine tourism destination and the branding and marketing strategy which was launched 26 October 2010. We also asked Shaun to discuss what he viewed to be the opportunities and challenges to the wine industry in New England, including the integration of wine and food branding, transportation issues and the potential for developing suitable tertiary education for young employees in the industry.

Bligh Grant: It's Friday 5 November 2010. I'm standing in the vineyard at Merilba Estate Winery and Cellar Door under a beautiful, blue-grey New England sky. Merilba Estate is located approximately thirty-five kilometres west of the town of Uralla, which in turn is approximately twenty kilometres south of the university city of Armidale in the North West of NSW. Like many places west of the Great Dividing Range, the region has enjoyed good rain all winter and spring and the place looks fantastic – although I'm not sure what this means for the vines...So Shaun, firstly can you give us some background about your business and how you got into it?

Shaun Cassidy: In the mid 1990s we -- my Uncle [John Cassidy] and I -- started investigating the potential for viticulture on the large rural holding Merilba, situated at Kingstown. Three sites were looked at initially and a prominent viticulturalist, Dr David Jordan, was given the job to assess these sites. He looked at the soil type; climatic data and so on. After examining this initial data we then put in data loggers, which assessed the climate in greater detail. Data loggers can record sets of information hourly, daily, by the minute if you want them to, but we put three data loggers units *in situ*. From that, we saw that all three sites were very well drained, but the site that we're at today was chosen, basically because it was close to infrastructure – sheds, water -- and that made things a bit easier to manage. The other two sites were actually located on *terra rossa* type soils, but they were ten and twenty kilometres away, respectively.

Bligh Grant: This is interesting in that of all the grape growers in the New England, you'd be in a very small minority who went to extended lengths to select a site for vines...

Shaun Cassidy: Yes, and only because there was thirty thousand acres to put a pin point on. Dr Jordan came back and he was very excited because Gladstones (1992), who was probably a climatologist, wrote a book on the potential of Australian viticulture back in the 70's or the 60's and he highlighted this area, New England, as probably the region with the most potential in NSW, if not in Australia. He had gone back through all the weather data and seen that we have coolish summers that do have summer rainfall, but the autumn, when you're trying to harvest, is dry. It's our driest two months... So we decided to look at this site. We planted 10 and half hectares of vines to start with, which was made up of semillon, chardonnay, cabernet sauvignon, and shiraz. A further half a hectare was planted later with sauvignon blanc. He chose those four varieties initially because he thought they were suited to the area. He had a question mark on cabernet but he thought that it was warm enough -- that the summers here were warm enough to ripen it -- and he's proven to be right. We make quite a stylish cabernet... We planted in 1998, myself and a team of planters.

Bligh Grant: How does this coincide with your formal education as an oenologist?

Shaun Cassidy: Initially I did an agricultural science degree at the University of Queensland and that's what equipped me to assess and plant this vineyard. I feel it was quite useful in this sense; that's what I was trained to do. And I felt the training was good. I had no formal training in either viticulture or winemaking. I did an honours year as a nutritionalist for pigs -- my study project, or thesis, was feeding different fats to pigs -- a long way from drinking wine. But what got me interested was basically my uncle was interested in looking into viticulture and I started to drink wine at his table.

Once the vineyard was planted, I knew that there were a lot of plantings going on at the same time across the country. But there was no real interest in New England fruit. There was no large company coming and planting a thousand acres like they did in other regions of Australia. So I thought there might be a potential to value-add, and that really inspired me because, being trained as an agriculturist, particularly at UQ, there was a great emphasis on export and value adding.

I undertook a degree in wine science at Charles Sturt University -- studied it externally. That's how I met Scott Wright, [of Wright Robertson at Glencoe] not even knowing that he was doing the same thing. I think he planted the year after us. We had many a good time in Wagga. Our first vintage was in year 2000, in a very primitive winery. A more suitable winery was built just up the hill from where we started and from there we've made wine for the last 10 years and I have also been quite a prominent contract winemaker in the region. Basically for those 10 years we've been wine wholesalers, with a bit of income coming from mail

orders but generally I suppose 80, 85 per cent of wine sales have been selling to restaurants and bottle shops.

Bligh Grant: And now with the opening of your cellar door you've embraced a retail model as well as a wholesale model. How big a move was that and how do you feel about that side of your business?

Shaun Cassidy: Well, firstly we'll just go back a bit. What really happened was that large retail chains started to expand into the liquor market heavily, and they still are. And basically I think we lost eight bottle shop clients in 12 months in one period around 2007 or 2006-07.

Bligh Grant: What percentage of your sales was to bottle shops as opposed to on-premise at that stage?

Shaun Cassidy: It was heavily toward bottle shops at that stage. So we had to reinvent ourselves, and sell ourselves to on-premise.

Bligh Grant: What kinds of reasons were given to you by the off-premise retailers? What did they say to you? 'I'm sorry; we don't want any of your wine anymore, or...?'

Shaun Cassidy: Basically, you're shut out. I remember dealing with one large retailer when they moved into Armidale. There was a prominent local liquor retailer there that had a very good business, and when they were bought out, and they had some of our stock left...

Bligh Grant: I remember it, they discounted it heavily and put it all on bins in the front and just basically gave it away.

Shaun Cassidy: Basically gave it away, didn't want to see anything. They went through the rhetoric of me contacting the state manager -- who was based in Brisbane. He said he'd support us, but nothing came of it. So we concentrated on on-premise and I must say, that's been a great move for us because in my personal opinion, on-premise will grow a brand, but bottle shops are very difficult, particularly in this climate...

So this brings us to the point of why we have invested heavily in a cellar door. The building itself is very unique. It was a Cobb & Co. staging post for horses, a stable basically, in the late 1800s. We're not sure of the date but we were reliably told by local historians that it was operational from the mid to late 1800s. The rail link had come to Uralla and this part -- this road was known as the Great Northern Road -- was serviced by Cobb & Co. stage coaches... It's a unique building, there's been a lot of thought go into it and basically we had to then learn how to run a cellar door situation... We're thirty-seven kilometres from the nearest town, Uralla, sixty kilometres from Armidale and about seventy-five kilometres from Tamworth.

Bligh Grant: Can I just ask you about your specific inspiration for the style of business -- did that come from overseas anywhere, or from the Hunter Valley, or...

Shaun Cassidy: Certainly. Architecturally a lot of the style came from my Aunt and Uncle who are very well travelled and there's a lot of European influence there, and indeed my wife Kassy and I have travelled through Europe extensively. We always felt that Europeans did things quite stylishly. The cellar door's got that great feel. In particular we were keen to emulate our experiences in France: it's wine and food and that's what's inspired the business as well: Local produce matched with our wines. But we hasten to add that we're not a restaurant. Kassy runs it and she does an extremely good job. The menu is suited to the business. She's not a chef and doesn't allude or admit to being one, so we've had to look at a menu that suits us.

Bligh Grant: Is this what you mean by 'the bouchon?'

Shaun Cassidy: The bouchon, yes. Basically a bouchon in the south of France is where wine merchants -- négociants, I suppose -- would tour buying wines and there wasn't a restaurant so the wife would offer the meal of the day that the family was eating; that was the concept. Come and have a bit of something to eat and you buy. We've been running that side of the business for about six months now. It's performed very well, but it's glaringly obvious amongst not only us, but the rest of the wine producers and cellar doors in the area that we need tourism. We need to emulate Orange and Mudgee...We need that influx every weekend. And I think we can do it.

Bligh Grant: How do you see that developing? What can be done?

Shaun Cassidy: To Armidale-Dumaresq council's credit, they see the potential in this region, as far as tourism goes, and they have invested in our branding strategy. Basically, as an industry, we had to sit down and think: Where's this tourism? Where are we going to get it from? As an industry for about ten years we have functioned very well because there's a lot of dialogue between growers. There's two sub- regions in our region, the northern area situated around Tenterfield, and the southern area which is situated around Armidale. I've never come across an industry that talks and cooperates as much as the wine industry generally.

Bligh Grant: It's definitely not like that in restaurants, I can tell you that...

Shaun Cassidy: I mean if you're a winemaker, you could ring up nearly every other winemaker in Australia and ask them a question, a technical question, and they'd give you an answer -- an honest answer. So it's certainly not a closed industry... But we needed a plan, if we were going to compete in these tough times we had to formulate a plan. We had to engage professionals and we had to go to the governments, government bodies, for funding and hence the branding strategy was born.

Bligh Grant: You've been a keynote player in that process. How long did that take from when you said 'okay, we need a plan', to actually having a plan? Twelve months, two years, or...

Shaun Cassidy: First of all, chronologically, we inherited a GI, geographical indicator, that was huge...

Bligh Grant: The old Northern Slopes region?

Shaun Cassidy: Yes -- I think it incorporated Mungindi down to Dubbo. It was huge, and that was a bit of a sneaky trick from people in the past. I feel they just arbitrarily divided the state up. So our first step was to get a GI and get this region formally recognised as New England.

Bligh Grant: And that happened in March 2008?

Shaun Cassidy: Yes. There were some key players, namely Doug Hume, who did a lot of work voluntarily to get that to that stage. That would have been embarked on in 2003 or 2004.

Bligh Grant: That's a very long process...

Shaun Cassidy: A very long process and the longest part of it was people finding the time to help Doug out with particular parts of the application form.

Bligh Grant: When you say people, are you talking about any government bodies?

Shaun Cassidy: No, the growers. Some were tardy in even writing back what varieties they had. They'd be tardy in how big they were, when they were incorporated -- all this sort of stuff. Paperwork would not move, email was just starting to be commonly used, but not everyone had email. It was very difficult. Doug Hume did a sterling job. So the region was ratified as 'New England Australia' in March 2008.

The next step was -- and it was agreed amongst the industry -- that from 2008 we needed to put New England Australia on the map. We investigated funding models and Peter Sniekers from the [then] New South Wales Department of State and Regional Development started giving us some guidance. He was great from day one. We wouldn't have an industry without his input, I feel -- going back to before the GI -- that he got everyone that was a player in the region and said: 'Listen, you've got an industry here, connect the dots' Before then, I'd never met some of the other growers and I'd never even heard of their properties and labels... Tom Vanzella from the [then] New England North West Development Board wrote a viticultural strategic plan that was designed to attract funding to the region (Vanzella, 2003).

What came out of that was that there was certainly a wine industry, and also a food industry in our region, that could both be promoted and given a helping hand, although the food industry has been a lot less organised than us.

Bligh Grant: So from that stage the process has sped up?

Shaun Cassidy: Yes, it's been comparatively quick, when I think about it. I look back and think that we were a bit slack, but things got organised fairly quickly. By January 2009 I was elected as Chairman of a Branding sub-committee of the two regional organisations, SNEVA [Southern New England Vignerons Association] and NEWGA [New England Wine Growers Association] and we had terms of references written.

Bligh Grant: That's a marketing committee?

Shaun Cassidy: Yes, it was called the New England Australia Branding Strategy Committee.

Bligh Grant: Following from the work of this committee, you've engaged Winestream Communications to produce a marketing plan for the region which was publically launched on 26 October 2010. How long did you give them to report and what are the results?

Shaun Cassidy: It was more than that because we sent our terms of reference to several different consultancy firms that indicated they were capable of doing the job.

Bligh Grant: Can you tell us something about the selection process?

Shaun Cassidy: Ultimately, we chose Winestream Communications headed up by Kylie Teasdell and her staff. Their proposal was very professional -- set out chronologically and costed. They are a PR company... Anyway, we basically came to the decision that you can't ignore the facts, that their proposal was costed, there was a timeline -- So we went with it and we knew we were on a good thing when they firstly flew into Armidale, hired a car and drove around the southern part of the region; then to go to the north, they flew into Moree and drove to Delungra and up into the country around Tenterfield. They then drove from Tenterfield back to Sydney, on the Pacific Highway. They were very good at highlighting our weaknesses and quite good at pointing out our strengths in developing the plan.

But to get to that decision was difficult because if our decision turned out to be wrong the committee was responsible to the whole region. Peter Sniekers came up with a decision-making matrix that was really good. Everything was weighted and you come up with your points at the end.

Bligh Grant: So Peter really has been a key player?

Shaun Cassidy: Very much so.

Bligh Grant: And at key pressure points as well, which is interesting...

Shaun Cassidy: Yes. He gave us some professionalism in the sense that we're basically winemakers and grape growers. We've been wine marketers for our own businesses, but we weren't used to employing consultants on a cooperative level. At an individual business level you get good very quickly at making decisions. Sometimes they're on the run but you're planning yourself. But you live by them or fall by them. But when you've got eighteen other people's opinion you have to take into account it's not easy.

Bligh Grant: And there's a lot riding on your decision as well.

Shaun Cassidy: A lot riding on it, I mean, there was a budget of about \$38,000, which, in the scheme of things isn't a huge amount of money, but we are talking about planning the future financial success of the industry...

Bligh Grant: How much was kicked in by government players?

Shaun Cassidy: Government players accounted for half of that, or slightly more than half.

Bligh Grant: So it was a topping up arrangement, or a matching arrangement?

Shaun Cassidy: Matching arrangement. The initial investment by the local industry was very small, very small. It was matched by regional councils and then by State government.

Bligh Grant: Beyond the process of getting the marketing strategy up and running, can you give us some idea of the main directions that the strategy is going to take, and how you feel about it?

Shaun Cassidy: What came out of the branding strategy was that it was glaringly obvious that the region has to become professional and in doing so it needs a brand manager. There needs to be a consistent PR presence, not only within the region but in Australia as a whole. The Australian wine industry doesn't see New England at the moment. It hasn't been promoted. It's one of a myriad of new regions on the map. So one of the focuses out of the branding strategy is to increase our profile in the region while at the same time making the wine industry aware of who we are.

Bligh Grant: That's interesting... one of the things that marketing theory says is that particular companies, or brands, will use the popular media – advertising – to tell other brands in the same industry what they're up to...For example the University of New England advertises in Orange and in Toowoomba – places where there are other regional universities. So the consultants have recommended that you engage in this kind of strategy?

Shaun Cassidy: Yes -- if you start getting the industry talking, it's another facet to profiling the region. So it was obvious we needed a brand manager. It's obvious that we needed a logo, which became the brand. It wasn't so obvious that we had to basically use the wine show system a little bit more. Producers who are up to that should be putting their wines in more shows. The really big thing that came out of it is that it was probably pointless to take New England to Sydney. Sydney's crammed at the moment, Brisbane might be a little bit easier for our wines. But really the target market identified is from southern Queensland, down to Newcastle and along that coastal fringe. We're targeting someone who's between thirty-five and fifty-five, is basically a professional, self employed businessman or tradesman.

Bligh Grant: Wine guzzling professionals, tradespeople and their partners?

Shaun Cassidy: Yes. The other key thing is where we're going to position New England as far as wine tourism goes. It was really succinctly put to us by Winestream that somewhere like the Barossa is where a dedicated wine drinker goes -- because there's nothing else there. A dedicated wine enthusiast would go to Yarra Valley, but an interested party might go there as well because there are other things -- there are golf courses and it's a bit of a ritzy joint, it's well-appointed and well serviced.

Then on the other scale of things you'd have somewhere like the Hastings or Shoalhaven.

Bligh Grant: Where you'd take a bottle of wine wind surfing...

Shaun Cassidy: Yes... you may be there on holidays and think, 'it's a bit overcast today, why don't we go to a winery?' Winestream have positioned us between 'dedicated' and 'interested'. They're highlighting the fact that the region is producing a very high quality product, so it will attract a dedicated wine consumer, but we're also in a geographical area that might encourage people to come up for a bit of a tree change for a weekend. It's highlighted who we are, basically: What we have to offer, and in the future we'll be targeting the coastal fringe as our first market. There'll be coordinated wine events in places like Byron Bay, Coffs Harbour and Port Macquarie.

Bligh Grant: That's very interesting. So you're taking it on the road? –

Shaun Cassidy: Yes, taking Mohammed to the mountain.

Bligh Grant: -- Considering there's so much competition, with those kinds of events. Down in the Hastings the locals are very supportive of the local wines. How important is local support --- how important has it been, and how important do you think it will be in terms of the success of the region?

Shaun Cassidy: Well, basically the local population has sustained the New England wine region, there's no doubt about it.

It's a competitive market and our product is generally dearer than what the average person can afford every night of the week. Our wines are generally special occasion wines. Looking at the Merilba price point, it's about \$22 in the bottle shops now, and that's a market that we want to be in, and we certainly want to move that up over time. But anecdotally, we have people who say 'I took four bottles of your wine to my brother's place in Sydney and they really enjoyed it'. This sort of buying has sustained us. There's no doubt about it.

Bligh Grant: It's interesting the way that local people associate themselves with the region through a product like that. They take it somewhere and it represents them...

Shaun Cassidy: Yes... there's a new theme around Australia, and I think *MasterChef* has been very good for it, cooking and matching food and wine, and people are really quite sophisticated in their eating and drinking habits now.

Bligh Grant: Absolutely. And that's not about to go backwards...

Shaun Cassidy: No. I mean the little kids are focussing on it now -- there's a *Junior MasterChef*... I think it's good.

Bligh Grant: It's better than them playing video games or doing a myriad of other activities, principally because it's about the home and family which is good thing.

Okay, we have a fledgling wine and food industry in New England, and we have an enormous rhetorical landscape of wine and food in the media, encouraging us to engage in a particular lifestyle and wine and food tourism. What are we going to do in terms of food and wine for the region -- to put the two together? How do you see restaurants coming into it? At the moment I see only a couple of businesses that actively seek to integrate the two, whereas if you go to other places, local businesses are very, very supportive. How do we generate a critical mass of this kind of activity? How do we make it gel like a place like Mudgee and like Orange?

Shaun Cassidy: Just with promotion. When we first started making wine here in the New England there was a bit of a backlash from some local outlets, particularly on-premise. There was a bit of a cultural cringe. Our brand itself has gained momentum since then and the people that we deal with, in Armidale in particular, wouldn't consider taking Merilba off their wine list. They're basically asking us:

‘What can you offer us for our wine list? We need something different to make it fresh and we’ll give you first crack at it’. I’ve seen it in a local establishment where we’re outselling national brands and it’s putting money in the proprietor’s back pocket.

Bligh Grant: Because the margin is there.

Shaun Cassidy: The margin's there.

Bligh Grant: I think it's worth making the point explicit in this context. The margin is there because people haven't seen the product and therefore you can charge an appropriate price. You can't do that with products that people can buy at national retailers, which are just down the road...

Shaun Cassidy: As to meshing the region into something like Mudgee and Orange, I think in the next three to five years you'll see that happening with the wine. Food in our region is difficult because the businesses are not talking to each other and they're not coordinating. I know from running our own food enterprise that local produce is not always accessible and to put it on the plate is quite expensive...

Bligh Grant: Absolutely. Let's not pretend there's any money in restaurants. Supported with gambling and alcohol and accommodation, maybe, but fundamentally it's service. Food is not about putting money in the bank.

Shaun Cassidy: Perhaps...

Bligh Grant: Back to wine marketing. How important do you think the show system is? Has it worked for you as a business, and will it work for the region?

Shaun Cassidy: It’s certainly worked for the region because very early on we had some really genuine guys come and judge the show. The Glen Innes Show Society came to us with the idea of having a wine show, because nearly every other wine region does it. We jumped on board.

From the start, the judges we managed to get – and who are generally still there -- advised us not to make it a great big show. They advised us to keep it regional and concentrate on improving the quality. To make it viable we’ve invited neighbouring regions to show -- the Granite Belt, Hastings River... We’ve had James Halliday come to the region and judge in our wine show and we will have Huon Hook here next year. So apart from improving the quality the show has functioned in attracting these keen media personalities. For me, personally, it's been very good in improving the breed of the product.

Bligh Grant: You were awarded a gold medal this year for your Semillon sauvignon blanc?

Shaun Cassidy: A trophy.

Bligh Grant: So the feedback from the judges at the show has been important for your personal winemaking?

Shaun Cassidy: It's been imperative. I get key fundamental feedback on wine style and where to go with it, very useful advice. As for the rest of the wine show system, capital city shows are integral to building a brand. If you start winning capital city wine show medals you're well on the track to getting somewhere. But it's not the be all and end all. For instance, a trophy winning Hunter Valley Semillon in the Sydney Royal Show will give the producer some kudos, but the general person would rather drink a sauvignon blanc. So you've got a bit of an anomaly between what the people want and what the show judge wants. But wine shows are integral to the Australian wine industry and they should be supported.

Bligh Grant: Finally, I wanted to ask you about the emerging politics around the wine industry at the moment, particularly in NSW, where you have the Riverina growers saying that their margins are unsustainable, with a variety of professional bodies stating that it's the temperate, or cool climate regions that have put downward pressure on prices overall.

Currently there's a State government Inquiry into wine grape prices and there has been a lot of material in the media over the last twelve months, with players like Doug Lehmann talking about a vine pull scheme. How do you, as a grower and winemaker and a wine tourist operator, feel about those kinds of things from the perspective of New England and your own business? Do you worry about this kind of thing, or is it just ephemeral political stuff that's happening elsewhere?

Shaun Cassidy: Basically I think it's something that's happening elsewhere. There's no doubt that the Australian wine industry has to move up a level from providing a 'cheap and cheerful' export product. If you look around the world there's some very, very expensive Californian wines, for example. Obviously there are some very expensive French wines also. We've got to get to the level where there's iconic wines coming out of Australia -- and they're there; they need promotion and they need encouragement and the rest of the industry will follow. I think the world consumer is ready for Australia to become a branded regional product. I think that in time Australia will become a wine destination for tourists, if it isn't already. I think there's got to be a lot of emphasis put on tourism and wine, because people are becoming further and further removed from all their products through the supermarket systems around the world -- whether it be meat, vegetables or whatever. Wine is the one thing where you can go to a map and look at the

differences between regions and styles. It has a lot to offer in that sense, and it has a lot to offer for Australia.

I feel for those growers down there [in the Riverina]. They put Australia on the map as far as being a wine region, there's no doubt about it. They grew those high yielding crops successfully.

Bligh Grant: When you're talking about high yielding, how many tonnes per acre compared to what you produce?

Shaun Cassidy: I would imagine that at the height of the export boom there would have been chardonnay cropped at thirteen tonnes to the acre in Griffith. Here we crop it at about three or four. And that's their point: If you're a grape grower in a cool climate region, you can't sustain that business [on grape growing alone] because your costs are higher and your yields are lower, and cool climate fruit isn't necessarily demanding a higher premium over the warmer climate fruit.

Bligh Grant: I think what they're saying is 'We are the grape growers. These other people are hobby farmers or the white shoe brigade'.

Shaun Cassidy: I can see their point in the sense that you might have a person with a city-based income who has invested in the wine industry. That person can afford, due to the taxation laws, to make a loss on his vineyard enterprise and sustain themselves that way. The other interesting thing is that all the iconic brands in Australia have been produced by medicos who have started vineyards...

I want to talk about the threats to the industry as well...As much as the threats are in the fiercely competitive market, as a regionally based business, I see transport as a huge, huge problem.

Bligh Grant: In what sense? Just the tyranny of distance, or...

Shaun Cassidy: Well, tyranny of distance but the fact that, Australia wide, freight demand is going to triple in six years. And you've got aging carriers in our region, guys who are sixty-odd, who are sick of the bureaucracy. I mean they are hammered by government compliance. And there's no one my age, around forty, stepping into the breach. So a major player can very quickly find themselves in a near-monopoly position. They'll give you a courier rate of \$600 a pallet as opposed to \$90. So I see transport as a big threat.

I also think there needs to be more investment in regional Australia. There hasn't been for a long time, and I think that we need a more integrated educational system, where people who have hands-on training can then go to a tertiary level. Now I might be ignorant, perhaps you can do that, but I see the TAFE system, whilst it's good at providing the skills it is meant to...

Bligh Grant: Certainly this idea of a profession that is vocationally based – that isn't a doctor or a lawyer – is really lacking in this country, particularly when it comes to wine and food. I think there is a gap between trade skills on the one hand and skills which are vital for the strategic development of these businesses on the other...

Shaun Cassidy: Yes.

Bligh Grant: Thank you, again, Shaun, for your participation in the Wine Symposium and for agreeing to this interview. We have covered a lot of ground today, and with the other papers from the Symposium, this will form a snapshot of the New England wine region at this pivotal point in its development.

Shaun Cassidy: You're welcome.

References

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