

2005 Wine Industry Salary Report

Industry salaries are up by 5.8 percent compared to 3.5 percent nationally; and while consolidation has resulted in fewer jobs, qualified professionals can now command even higher salaries.

Wendy Lindroos



**WESTERN
MANAGEMENT
GROUP**

Western Management Group, founded in 1972, is a global leader in the design, development and conduct of compensation surveys. WMG's practice is dedicated to providing timely, valid and accurate market data to compensation professionals through the use of state-of-the-art tools and analyses.

WMG has conducted specialized surveys and studies for more than 15,000 global organizations in a wide variety of industries. WMG has been conducting the Wine Industry Compensation Survey for 14 years; before that, wineries participated in their North Bay Compensation Survey since 1980. In 1991 WMG and members of the wine industry realized the need for a separate study specific to the wine industry. WMG works closely with an advisory board made up of human resources professionals from the wine industry.

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THIS YEAR *WINE BUSINESS MONTHLY* partnered with an independent consulting firm specializing in compensation and salary surveys to provide the data for the *WBM* annual Salary Survey. The firm, **Western Management Group** (WMG), has been conducting the Wine Industry Compensation Survey since 1991, so it is uniquely qualified to provide accurate, comprehensive data on wine industry salaries.

Results of the 2005 Wine Industry Compensation Survey reveal that 77 percent of the jobs showed an increase in annual base pay since 2004, and the average raise was 5.8 percent. This increase compares favorably to the national average increase across all industries, which, according to WMG, is about 3.5 percent. Salaries are up across the board for all major salary categories, though increases over 2004 average salaries were modest.

Carolyn Silvestri, owner of *The Personnel Perspective* in Santa Rosa, CA,

said that she hasn't noticed compensation in the wine industry increasing dramatically, but she has observed that wineries are more willing to negotiate on salary for someone who is a good fit. "We have seen recently that winery owners are far more flexible when they do find the right person," said Silvestri.

Another survey finding is that people in marketing and sales positions are experiencing much larger pay increases than are those in vineyard operations. Marketing and sales salaries have risen an average of 16.7 percent during the last five years while vineyard operations have risen an average of 6 percent during the same time as wineries realize the importance of paying top dollar to sell their wines in an increasingly crowded marketplace.

Survey findings also illustrated that salaries at small and mid-size wineries—where traditionally salaries are lower than at larger wineries—are now becoming competitive with salaries at larger wineries.

SALARIES OVER THE YEARS

In 2005, the winemaker's average salary continued the same gradual upward trend that it has for the last few years, to \$92,435, up 2.6 percent from 2004 (SEE CHART 1). The average salary for a winemaker has increased almost 10 percent since 2001.

"The winemaker is the palate of a winery's brand," said **Donna Bowman**, project manager for WMG, noting that wineries are prepared to pay well to retain their winemakers. On the other hand, **Donna Parker**, owner of *WinePro*, a recruitment firm specializing in personnel for the wine industry, pointed out that consolidation within the wine industry means fewer winemakers are employed. The average salary is slightly higher, but more winemakers are now looking for jobs.

Vineyard managers' salaries remain lower than winemakers but are increasing more rapidly over time, seeing a 14.8 percent change between 2001 and 2005 (however, in 2005 the average salary was \$76,685, up less than 1 percent from 2004's \$76,046) (SEE CHART 2). While this 14.8 percent increase may appear to contradict the finding that vineyard operations received only 6 percent increases in the last five years, the vineyard operations category includes *all* cellar workers and most positions have seen only minimal raises during this time frame, which pulls down the average for this category.

Overall, salaries for vice presidents of sales have nudged up to \$151,555 in 2005, contributing to an overall increase of 13 percent since 2001 and a 1.5 percent increase since 2004 (SEE CHART 3).

CHART 1
Winemaker salaries up 2.6%

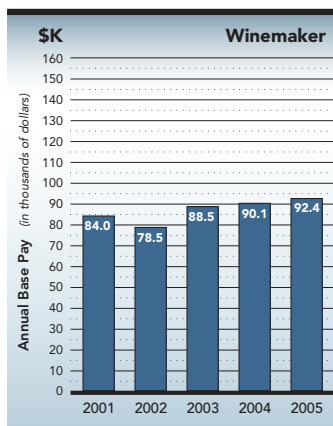


CHART 2
Vineyard manager salaries up less than 1%

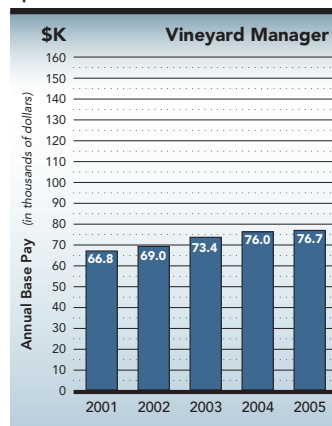


CHART 3
VP Sales salaries up 1.5%

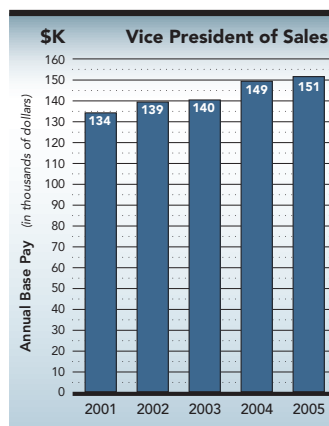


CHART 4
Tasting room manager salaries up 3.5%

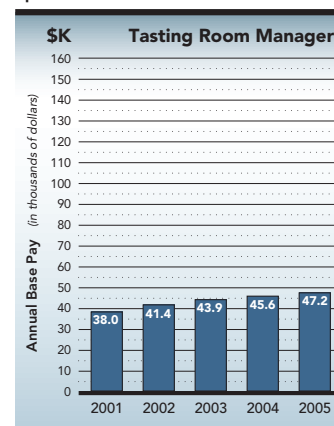


CHART 5
Office manager salaries remain flat

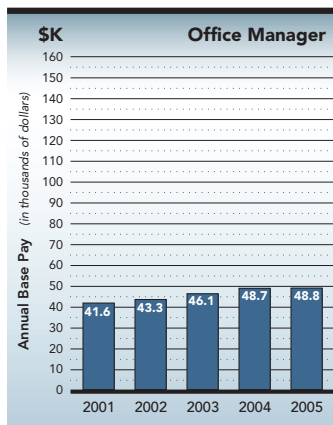
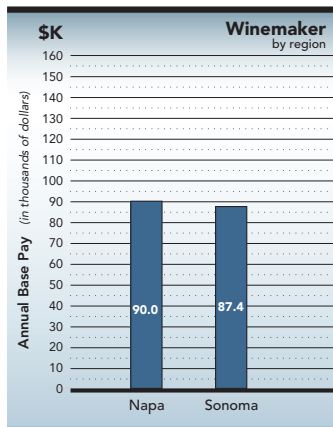


CHART 6
At small wineries, winemaker salaries slightly higher in Napa than Sonoma



Of five top-level positions analyzed, tasting room managers have experienced the largest increase in annual salaries. From an annual salary of \$38,070 in 2001, this average has leapt up to \$47,217, a 24 percent increase in just five years and a 3.5 percent increase since 2004's survey (SEE CHART 4). This increase is consistent with wineries' recognition of the growing importance of the role of sales staff.

Also enjoying significant increases are office managers. Their average salary increased 17.5 percent between 2001 and 2005. However, most of the growth in this category was between 2001 and 2004; salaries remained flat between 2004's average of \$48,708 and 2005's average of \$48,844 (SEE CHART 5).

Increases in pay in this category are partly due to the fact that office staff is responsible for more computer administration and human resources tasks now than in the past. Bowman explained also that wineries have to remain competitive with other industries

in these positions since, unlike many other wine business professionals, talented office staff can easily transition to alternative industries if salaries are higher.

According to WMG, office managers at Northern California wineries earn a similar salary as office managers in other North Bay industries, such as manufacturing, banking, high tech, food industries, finance and insurance.

WHAT DOES THE SURVEY TELL US?

For several years, wine industry compensation resources have been shifting from vineyard operations to marketing and sales. WMG survey results indicate that vineyard operations salaries have risen an average of 6 percent during the last five years while marketing and sales figures have risen an average of 16.7 percent. As salaries in the sales and marketing jobs increase, so do the number of jobs.

Most of the positions added to the survey in the past five years have been in the marketing and sales functions. As the number of sales and marketing jobs in this country has proliferated, so has the number of wineries. *Wine Business Monthly* research indicates that 152 new wineries were bonded in California between June 2003 and November 2004 alone.

Wineries are facing stiffer competition and are having to work harder to market their wine today. And, unlike some other fields, the success of sales representatives is easy to quantify based on past track records, so companies are confident in offering more money knowing that they're getting an employee with a proven track record.

Patrick Wofford, senior managing partner at **Benchmark Consulting**, an executive search firm specializing in the wine business, noted, "The shift has been going on for some time. Anybody who owns a winery knows that it's much harder to sell wine now than it was five years ago. We're seeing wineries putting more resources into sales and marketing. Wineries are also feeling the need to develop direct marketing and sales plans that are more thoughtful than just having a tasting room." Wineries also are having to compete more for qualified, experienced sales and marketing personnel so are offering more attractive compensation packages.

It has long been thought that Napa wineries pay higher salaries than Sonoma wineries, and according to Bowman they did indeed until about five years ago. WMG survey results indicate that for 55 percent of the jobs in the survey, Sonoma wineries pay

the same as or more than Napa wineries. According to Bowman, Sonoma wineries have had to start paying salaries comparable to those in Napa in order to hire and retain high-quality employees. However, small wineries in Napa pay their winemakers more on average. At wineries producing 50,000 or fewer cases, salaries for winemakers in Napa were an average of \$90,048 compared to Sonoma's \$87,432 (SEE CHART 6).

Wofford suggests that average salaries in Sonoma may appear higher than in Napa due to not taking into account other means of compensation at mid- and senior-level wineries, such as profit sharing, bonuses and other benefits. "You don't hire people just on money; there are different ways to motivate," said Wofford.

Another finding of the survey is that winery CEOs, especially those at small and mid-size wineries, are seeing substantial pay increases. Average salaries for CEOs at the small and mid-size wineries increased by 25.6 percent and 43.9 percent, respectively, over the last five years. Average CEO salaries at large wineries increased 33.9 percent and at extra large wineries, 24.4 percent during this same time. Bowman pointed out that these increases reflect CEO-level pay across the board for all industries; manufacturing, health care and other fields are seeing similar salary increases as well. These salary increases suggest that wineries are realizing the importance of having strong leaders overseeing their organizations.

Survey results also indicate that small and mid-size wineries have become very competitive in terms of salary with the larger wineries in key positions. Parker explained that small and mid-size wineries are attractive to winemakers because they allow them to make wine, for the most part, instead of performing the administrative and operational functions that winemakers at larger wineries are often tasked with.

People working for small and mid-size wineries need to be compensated at a level with which they're comfortable, especially since these sizes of wineries cannot often provide comprehensive benefits on par with those offered at larger wineries.

Silvestri also noted that small and mid-size wineries with one winemaker, more than large wineries which might have several winemakers, depend a lot on well-known names so they are willing to pay more to get top-notch people with the best reputations.

SALARIES BY CASE VOLUME

The survey has broken down salaries by winery size. Small wineries were defined as

those producing fewer than 50,000 cases, mid-size wineries as those producing between 50,000 and 99,999 cases, large wineries as those producing between 100,000 and 499,999 cases, and extra large wineries as those producing 500,000 or more cases. (Data has been shown only for categories that had complete and valid data.) Moreover, all salary figures given in this article represent base pay only with no bonuses or fringe benefits included.

The Administrative category includes high-level administrative staff such as CEOs, presidents, general managers and controllers. The Sales category includes vice presidents of sales, national account managers and sales representatives. The Vineyard category includes only vineyard managers. The Marketing category, a diverse category encompassing many levels of staff, includes vice presidents of marketing, public relations media directors, wine club managers, tasting room managers, tasting room staff and special events coordinators. The Winemaking category includes those involved in all aspects of winemaking, including winemakers, assistant winemakers, winemaking directors, enologists, lab managers, lab technicians, cellar masters and cellar workers.

Winemaking Winemaker salaries varied to some extent by winery size; winemakers at small and mid-size wineries received, on average, the highest salaries, suggesting that smaller wineries are willing to pay more to get winemakers with solid reputations. Winemakers at wineries producing between 50,000 and 99,999 cases enjoyed not only the highest average and median salaries but also the highest range of salaries: their average salary was \$108,312, and salaries ranged from \$61,774 to \$183,550. Winemakers at small wineries received the next highest average salary of \$94,754. Winemakers at larger wineries were paid on average about the same: \$89,253 (producing between 100,000 and 499,999 cases) and \$88,302 for wineries producing more than 500,000 cases (SEE CHART 7).

Salaries for assistant winemakers, on the other hand, tended to increase with winery size. Assistant winemakers at small wineries averaged \$53,054, at mid-size wineries \$60,728, at large wineries \$65,250 and at extra large wineries, \$64,925.

Cellar masters at small wineries averaged \$63,038, at mid-size wineries \$57,961, at large wineries \$64,593 and at extra large wineries \$66,684.

Average and median salaries for cellar workers hovered near \$30,000, with average

WINEMAKING

WINEMAKER

CASE PRODUCTION	AVERAGE SALARY	MEDIAN SALARY	SALARY RANGE
UNDER 50,000	\$94,754	\$91,575	\$72,000 - \$135,000
50,000 TO 99,999	\$108,312	\$97,000	\$61,774 - \$183,550
100,000 TO 499,999	\$89,253	\$85,594	\$62,000 - \$137,532
OVER 500,000	\$88,302	\$83,527	\$65,517 - \$158,340

WINEMAKING DIRECTOR

CASE PRODUCTION	AVERAGE SALARY	MEDIAN SALARY	SALARY RANGE
UNDER 50,000	----	----	----
50,000 TO 99,999	\$128,304	\$128,125	\$102,500 - \$156,000
100,000 TO 499,999	\$123,985	\$128,795	\$95,000 - \$157,320
OVER 500,000	\$145,188	\$139,544	\$111,487 - \$199,204

ASSISTANT WINEMAKER

CASE PRODUCTION	AVERAGE SALARY	MEDIAN SALARY	SALARY RANGE
UNDER 50,000	\$53,054	\$62,000	\$44,000 - \$70,000
50,000 TO 99,999	\$60,728	\$62,040	\$45,320 - \$73,800
100,000 TO 499,999	\$65,250	\$62,908	\$52,790 - \$88,425
OVER 500,000	\$64,925	\$65,000	\$50,000 - \$107,400

ENOLOGIST

CASE PRODUCTION	AVERAGE SALARY	MEDIAN SALARY	SALARY RANGE
UNDER 50,000	\$43,267	\$43,050	\$38,480 - \$57,117
50,000 TO 99,999	\$44,048	\$41,607	\$37,440 - \$60,902
100,000 TO 499,999	\$42,330	\$44,505	\$31,200 - \$55,554
OVER 500,000	\$50,178	\$48,751	\$37,000 - \$65,726

LAB MANAGER

CASE PRODUCTION	AVERAGE SALARY	MEDIAN SALARY	SALARY RANGE
UNDER 50,000	\$51,215	\$52,701	\$46,344 - \$54,600
50,000 TO 99,999	----	----	----
100,000 TO 499,999	\$48,834	\$50,150	\$39,520 - \$54,148
OVER 500,000	\$56,773	\$48,751	\$37,000 - \$65,726

LAB TECHNICIAN 2

CASE PRODUCTION	AVERAGE SALARY	MEDIAN SALARY	SALARY RANGE
UNDER 50,000	\$31,848	\$31,536	\$20,800 - \$33,579
50,000 TO 99,999	----	----	----
100,000 TO 499,999	\$33,765	\$33,779	\$25,521 - \$40,019
OVER 500,000	\$31,326	\$31,554	\$21,853 - \$45,561

CELLAR MASTER

CASE PRODUCTION	AVERAGE SALARY	MEDIAN SALARY	SALARY RANGE
UNDER 50,000	\$63,038	\$68,153	\$44,000 - \$104,499
50,000 TO 99,999	\$57,961	\$58,635	\$39,975 - \$ 81,000
100,000 TO 499,999	\$64,593	\$65,224	\$47,000 - \$80,649
OVER 500,000	\$66,684	\$69,046	\$41,300 - \$87,000

CELLAR WORKER 2

CASE PRODUCTION	AVERAGE SALARY	MEDIAN SALARY	SALARY RANGE
UNDER 50,000	\$32,756	\$31,200	\$20,800 - \$46,093
50,000 TO 99,999	\$30,060	\$30,503	\$22,800 - \$39,665
100,000 TO 499,999	\$31,700	\$31,866	\$20,800 - \$43,514
OVER 500,000	\$32,010	\$31,162	\$20,280 - \$46,654

VINEYARD

VINEYARD MANAGER

CASE PRODUCTION	AVERAGE SALARY	MEDIAN SALARY	SALARY RANGE
UNDER 50,000	\$77,083	\$79,181	\$44,200 - \$96,515
50,000 TO 99,999	\$74,191	\$74,000	\$50,529 - \$101,000
100,000 TO 499,999	\$74,969	\$77,272	\$49,500 - \$98,540
OVER 500,000	\$75,947	\$79,595	\$51,600 - \$101,200

The largest collection of wine industry jobs.

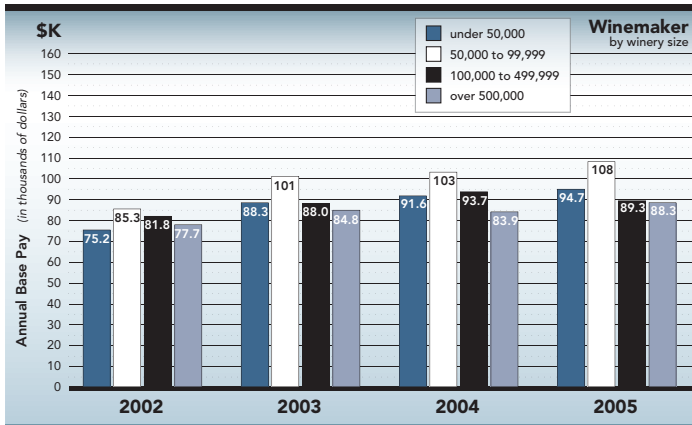
The screenshot shows the Winejobs.com website interface. At the top, it says "WINE BUSINESS WINEJOBS". Below that, it reads "Winejobs.com The Wine Industry's Leading Online Job Site". There are navigation links for "View More Jobs" and "Post A Winejob". A section titled "Click Here to Sign Up to Receive the Latest Wine Industry Job Listings via Email" is visible. A "Most recent wine job postings" table lists various roles like "Operations & Winemaking", "Retail Sales", and "Wine Club Manager" with their respective dates. A "2004 Salary Survey" section is also present, mentioning "Salaries Increase as Industry Meets the New Demands" and listing various wine-related professions.

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CHART 7
Winemakers employed by mid-size wineries (50,000-99,999 cases) earn the highest average salary of \$108,312



salaries at small wineries at \$32,756, mid-size wineries \$30,060, large wineries \$31,700 and extra large \$32,010. This category of workers had a wide salary range, from \$20,000 to mid \$40,000, reflecting the wide range of duties and skills of personnel.

Vineyard Managers Vineyard managers' salaries at all sizes of wineries were similar; all were mid-\$70,000. Vineyard managers at small wineries were the highest paid, with an average salary of \$77,083.

According to Parker, a "stigma of agriculture still lives with cellar and field positions," and this has been around for a long time, perhaps contributing to vineyard managers' salaries lagging behind other winery professionals' salaries.

Administrative The highest salaries in the wine business belong to the CEOs and presidents. The average salary for a CEO at a winery producing 500,000 or more cases was \$369,170, with a range between \$225,000 and \$570,000. CEOs at wineries producing between 100,000 and 499,999 cases averaged \$300,752, with salaries ranging from \$140,000 to \$650,000. CEOs at smaller wineries averaged \$172,340 for wineries producing fewer than 50,000 cases, and \$176,400 for wineries producing between 50,000 and 99,999 cases.

Presidents at medium, large and extra large wineries averaged \$153,767, \$206,200 and \$280,192, respectively. Salary information for general managers at small and extra large wineries only was provided, indicating there was not sufficient response to provide accurate data for these positions at mid-size and large wineries. Bowman attributed this response pattern to the structures of the polled wineries: small wineries are less likely to have CEOs, so they might have GMs

performing CEO functions as well as wearing other hats; and the extra large wineries might have a GM for each facility. General managers for small wineries averaged \$113,949 and at extra large wineries \$140,650.

Only wineries producing 100,000 or more cases provided data for human resources directors since, according to Bowman, smaller wineries generally do not have human resources directors; other staff such as controllers or office managers perform human resources functions. Salaries for human resources directors didn't vary much by winery size. Human resources directors at wineries producing between 100,000 and 499,999 cases averaged \$96,000 while they averaged \$101,976 at wineries producing 500,000 or more cases.

Sales Sales positions at wineries have been increasing rapidly in the last few years, and vice presidents of sales are earning some of the highest salaries in the industry. These generous salaries are in line with the overall shift of wineries' resources into sales and marketing positions as an essential component of business. "If you're not selling the product, you're not existing," Bowman pointed out. Salaries for vice presidents of sales increased proportionately with the size of their wineries: mid-sized wineries averaged \$121,342, large wineries averaged \$139,003 and extra large wineries averaged \$166,197.

However, this pattern did not hold true for national account managers and field sales representatives. National account managers at large wineries averaged \$86,393 and extra large \$77,735. Sales representatives at mid-size wineries averaged \$65,654, and large winery sales representatives had the lowest average salary of the sales reps,

ADMINISTRATIVE

CHIEF EXECUTIVE OFFICER

CASE PRODUCTION	AVERAGE SALARY	MEDIAN SALARY	SALARY RANGE
UNDER 50,000	\$172,340	\$187,500	\$100,000 - \$225,500
50,000 TO 99,999	\$176,400	\$178,800	\$99,000 - \$249,000
100,000 TO 499,999	\$300,752	\$206,504	\$140,000 - \$650,000
OVER 500,000	\$369,170	\$292,500	\$225,000 - \$570,000

PRESIDENT

CASE PRODUCTION	AVERAGE SALARY	MEDIAN SALARY	SALARY RANGE
UNDER 50,000	----	----	----
50,000 TO 99,999	\$153,767	\$157,500	\$90,066 - \$210,000
100,000 TO 499,999	\$206,200	\$200,000	\$165,000 - \$250,000
OVER 500,000	\$280,192	\$233,809	\$202,344 - \$470,000

GENERAL MANAGER

CASE PRODUCTION	AVERAGE SALARY	MEDIAN SALARY	SALARY RANGE
UNDER 50,000	\$113,949	\$110,000	\$60,000 - \$166,895
50,000 TO 99,999	----	----	----
100,000 TO 499,999	----	----	----
OVER 500,000	\$140,650	\$156,156	\$92,880 - \$245,284

CONTROLLER

CASE PRODUCTION	AVERAGE SALARY	MEDIAN SALARY	SALARY RANGE
UNDER 50,000	\$82,700	\$86,500	\$63,000 - \$100,000
50,000 TO 99,999	\$93,332	\$93,335	\$72,488 - \$118,000
100,000 TO 499,999	\$88,070	\$85,500	\$61,808 - \$110,000
OVER 500,000	\$102,907	\$105,510	\$54,920 - \$146,130

HUMAN RESOURCES DIRECTOR

CASE PRODUCTION	AVERAGE SALARY	MEDIAN SALARY	SALARY RANGE
UNDER 50,000	----	----	----
50,000 TO 99,999	----	----	----
100,000 TO 499,999	\$96,000	\$96,991	\$81,231 - \$112,750
OVER 500,000	\$101,976	\$104,952	\$78,000 - \$127,200

\$43,600. Sales representatives for extra large wineries averaged \$52,509.

No data was given for wineries producing fewer than 50,000 cases for any of the sales categories, indicating that dedicated sales staff in these categories were few and that other winery staff pitched in on the sales effort.

Marketing Marketing personnel at wineries are enjoying high salaries. Salaries of vice presidents of marketing increased proportionately with the size of their wineries as did those of the vice presidents of sales. Vice presidents of marketing at mid-size wineries averaged \$99,647, at large wineries \$149,465 and at extra large wineries \$156,703. No data was given for vice presidents of marketing at small wineries, simply because smaller wineries are less likely to employ this position.

Wine club managers' salaries increased with the size of the winery for which they worked also. At wineries producing 50,000 or fewer cases, the average salary was \$40,999, at wineries producing 50,000 to 99,999 cases wine club managers averaged

\$45,800, and at wineries producing between 100,000 and 499,999 cases, wine club managers average \$45,122. Wine club managers at wineries producing 500,000 or more cases had the highest salaries of all, averaging \$51,346.

Tasting room managers at wineries producing 500,000 or more cases had the highest average salaries, \$51,270, with tasting managers at wineries producing between 50,000 and 99,999 not far behind at \$48,135. Managers of tasting rooms at wineries producing between 100,000 and 499,999 cases averaged \$45,666 and wineries producing fewer than 50,000 cases averaged \$42,187.

Salaries for tasting room staff didn't vary much by winery size. All the average salaries were between \$24,000 and \$27,000, with those at mid-size wineries averaging the highest at \$26,880. Salary ranges were similar for all sizes of wineries, with all salaries topping out at about \$35,000.

SALARIES BY GEOGRAPHY

The highest average winemaker base pay was the \$97,877 average in Sonoma, with

SALES

VICE PRESIDENT SALES

CASE PRODUCTION	AVERAGE SALARY	MEDIAN SALARY	SALARY RANGE
UNDER 50,000	----	----	----
50,000 TO 99,999	\$121,342	\$124,436	\$81,267 - \$153,000
100,000 TO 499,999	\$139,003	\$130,000	\$120,000 - \$180,000
OVER 500,000	\$166,197	\$167,537	\$79,500 - \$223,000

NATIONAL ACCOUNT MANAGER

CASE PRODUCTION	AVERAGE SALARY	MEDIAN SALARY	SALARY RANGE
UNDER 50,000	----	----	----
50,000 TO 99,999	----	----	----
100,000 TO 499,999	\$86,393	\$90,024	\$52,100 - \$120,000
OVER 500,000	\$77,735	\$75,063	\$53,281 - \$114,000

SALES REPRESENTATIVE

CASE PRODUCTION	AVERAGE SALARY	MEDIAN SALARY	SALARY RANGE
UNDER 50,000	----	----	----
50,000 TO 99,999	\$65,654	\$65,000	\$38,500 - \$85,000
100,000 TO 499,999	\$43,600	\$45,000	\$31,200 - \$72,000
OVER 500,000	\$52,509	\$56,808	\$30,000 - \$75,006

Napa slightly behind at \$94,114. Traveling down the coast and inland, average winemaker salaries dropped further, averaging \$87,504 at Central Coast wineries, \$85,295 in the Monterey Bay and \$84,519 in the Central Valley (SEE CHART 8). These findings are consistent with overall salary patterns in the state; salaries in the San Francisco Bay Area have traditionally been higher than in California's Central Valley and other outlying regions.

But it's not all about geography. Silvestri noted, "Larger wineries have the ability to pay more, but over the years it comes down to the person who owns the winery." But she also observed that down in the Central Valley, salaries are lower partly due to a lower cost of living compared to the Napa and Sonoma areas.

Other recruiters agreed that although geography is a factor, salaries are not necessarily determined by location. According to Wofford, "The issue is not geography, it's the quality of the organization. It's not just what you have to pay, it's the number of qualified candidates you can attract for a position," said Wofford.

Deborah Ranish, owner of **Recruiting Resources** in Santa Rosa, said that while "salaries are all across the board—because wineries differ in where they are in their business cycles—salaries, for the most part, are higher the closer they are to Napa and Sonoma."

Methodology

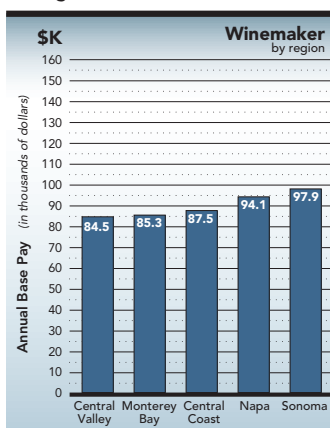
This survey polled 120 wineries. Approximately 75 percent of the respondents were human resources professionals; the remaining 25 percent were other staff such as office managers, controllers and CEOs, depending on size of winery.

Of the wineries surveyed, 25.8 percent produce fewer than 50,000 cases, 17.5 percent produce between 50,000 and 99,999 cases, 24.2 percent produce between 100,000 and 499,999 cases, and 32.5 percent produce more than 500,000 cases.

Of the surveyed wineries, 19.4 percent have fewer than 25 employees, 17.6 percent have 25 to 49, 19.4 percent have 50 to 99, 18.5 percent have 100 to 249, and 25 percent have 250 or more.

The survey was designed so that each category had to have at least three wineries reporting data, each winery had to have at least three existing employees in the category, and no single employer could account for more than a third of the data.

CHART 8
Overall, winemakers earn highest average salaries in Sonoma



"Compensation for winemakers in Oregon is approximately 15-20 percent lower than in Napa or Sonoma," according to Wofford. He said that general management positions, on the other hand, pay about the same in Oregon and Napa.

"Salaries for GMs in Oregon remain high because of supply and demand; there is a smaller pool of GM candidates in Oregon than in Napa whereas there are more winemakers available in Oregon."

Fred Hood, owner of **Fred Hood & Associates**, an executive placement firm specializing in finance, marketing and sales personnel for the beverage alcohol industry,

MARKETING

VICE PRESIDENT MARKETING

CASE PRODUCTION	AVERAGE SALARY	MEDIAN SALARY	SALARY RANGE
UNDER 50,000	----	----	----
50,000 TO 99,999	\$99,647	\$91,942	\$82,000 - \$125,000
100,000 TO 499,999	\$149,465	\$114,584	\$100,000 - \$233,810
OVER 500,000	\$156,703	\$157,590	\$92,700 - \$220,000

PUBLIC RELATIONS MEDIA DIRECTOR

CASE PRODUCTION	AVERAGE SALARY	MEDIAN SALARY	SALARY RANGE
UNDER 50,000	----	----	----
50,000 TO 99,999	\$85,837	\$90,000	\$67,000 - \$100,511
100,000 TO 499,999	\$106,554	\$105,651	\$100,325 - \$113,685
OVER 500,000	\$103,004	\$103,000	\$90,000 - \$132,600

WINE CLUB MANAGER

CASE PRODUCTION	AVERAGE SALARY	MEDIAN SALARY	SALARY RANGE
UNDER 50,000	\$40,999	\$39,000	\$36,654 - \$47,343
50,000 TO 99,999	\$45,800	\$45,500	\$40,300 - \$48,400
100,000 TO 499,999	\$45,122	\$40,935	\$36,300 - \$60,000
OVER 500,000	\$51,346	\$51,000	\$39,924 - \$70,000

TASTING ROOM MANAGER

CASE PRODUCTION	AVERAGE SALARY	MEDIAN SALARY	SALARY RANGE
UNDER 50,000	\$42,187	\$45,000	\$29,120 - \$52,902
50,000 TO 99,999	\$48,135	\$47,300	\$38,000 - \$63,550
100,000 TO 499,999	\$45,666	\$43,850	\$35,000 - \$68,000
OVER 500,000	\$51,270	\$48,245	\$38,251 - \$70,000

TASTING ROOM STAFF

CASE PRODUCTION	AVERAGE SALARY	MEDIAN SALARY	SALARY RANGE
UNDER 50,000	\$24,701	\$24,960	\$17,264 - \$35,300
50,000 TO 99,999	\$26,880	\$26,325	\$15,600 - \$35,360
100,000 TO 499,999	\$24,552	\$27,040	\$18,720 - \$35,776
OVER 500,000	\$25,804	\$26,250	\$17,680 - \$35,750

SPECIAL EVENTS COORDINATOR

CASE PRODUCTION	AVERAGE SALARY	MEDIAN SALARY	SALARY RANGE
UNDER 50,000	----	----	----
50,000 TO 99,999	\$43,413	\$42,500	\$37,624 - \$47,692
100,000 TO 499,999	\$39,536	\$38,022	\$31,720 - \$46,983
OVER 500,000	\$38,705	\$38,891	\$32,448 - \$45,000

reported that salaries are relatively consistent across California, but they are lower in Oregon, Washington and other states. He also remarked that the high cost of living in California is enticing some people, who never before would have considered leaving the state, to consider offers in other states that have lower costs of living but comparable quality of life.

Ranish noted that people in the wine industry often are attracted to Washington and Oregon because they are up-and-coming regions and have a lower cost of living, though people aspiring to high-level careers generally will eventually return to Napa and Sonoma to round out their resumes.

"In the last three to five years things have been changing," said Hood. "Traditionally wineries hired the same people over and over and expected different results. Today, regardless of who you are, you need busi-

ness people. Employers need stronger people to create mind share and credibility, and to understand the bottom line." **wbm**

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WBM Survey Reports

Future WBM Reports:

Barrels	December 2005
Products at Unified	January 2006

Previous WBM Reports:

Closures	June 2005
Winery Equipment	March 2005
Barrels	November 2004
Salary	October 2004
Capsules	September 2004