

COPYRIGHTED MATERIAL
<http://www.pbookshop.com>

INDEX

A

accountability, shifting from, to
responsibility, 86–88
acknowledging and awarding
employees, 99–101
Allied Domecq, 12
Amazon.com, 157
American Airlines, 34
Ash, John, 149
Australia, 48
awareness, gaining, 44–45

B

barrel making, 95–98
Blue, Bob, 85–86
Bonterra, creation of, 118–120
Brown, Ken, 22
Brown-Forman Corp., 10, 39
Global Wine Education
program, 149
Bush, George W., 159
Business Ethics, 15

business premises, changing,
16–18

Butler Ranch, 105–112

Byron, 22

C

California Association of
Winegrape Growers, 31, 47,
50

California Certified Organic
Farmers (CCOF), 13

*Cannibals with Forks: The Triple
Bottom Line of 21st Century
Business* (Elkington), 62, 198

Child, Julia, 149

“Climate Wise” Partnership
Award, 15

Coca-Cola, 157

Code of Sustainable Winegrowing
Practices for California, 31,
47, 50

Collins, Jim, 17, 72

communication/conversation, role of, 128–133
 community relations, Butler Ranch example, 105–112
 Constellation, 12
 context, 63–64
 leadership, role of, 71–73
 cooking classes, 149
 corporation, use of term, 87
 culinary programs, 62, 90, 149
 culture, 64–65
 economics, environment, and equity and, 73–77

D

Dell, Michael, 23
 Diageo, 12
 DuPont, 157

E

ecological footprint, 40–41
Ecology of Commerce, The (Hawken), 39–40, 197
 economic growth, redefining, 40–42
 economics, sustainability and, 73–77
 Elkington, John, 62, 198
 employees
 acknowledging and awarding, 99–101
 responsibility, letting employees take on, 86–93
 self-expression, encouraging, 95–99

Straight Talks and Fun Tours with, 65–68
 English as a Second Language (ESL) program, 147–148
 Enron Corp., 113
 environment, sustainability and, 73–77
 Environmental Protection Agency (EPA), 14–15
 equity, sustainability and, 73–77
 E³, 73–77
 exploration and discovery, role of, 22–27

F

fermentation
 malolactic, 34
 of red wine, 176–178
 of white wine, 174–176
 Fetzer, Barney, 32, 33
 Fetzer, Diana, 36–37
 Fetzer, Jim, 113, 114, 116
 Fetzer, John, 38
 Fetzer Vineyards
 awards given, 14–15, 189–190
 early years at, 32–40
 environmental record of, 188–190
 as an example, 10–14
 future of, 191–195
 purpose, discovering, 58–63
 stand of, 163–166
 sustainability, importance of, 14–16
 time line, 184–187

- Frey, Kate, 90–91
From the Earth to the Table (Ash),
 149
 Fun Tours, 67–68
 future, creating the, 142–151
- G**
- Gallo, 11
 Gamay Beaujolais, 34–35
 Gandhi, Mahatma, 158, 159
 Gates, Bill, 23
 Genentech, 156
 Gerstner, Lou, 156
 golf experience, 137–139
 Gomberg, Frederikson &
 Associates, 12
Good to Great (Collins), 17
Green Business Letter, The, 15
- H**
- Harrington, Bridget, 90–91
Harvard Business Review, 56–57
 Hawken, Paul, 39–40, 197–198
 Hawley, Sue, 91–93
 Healy, Patrick, 69–70
 Hewlett, Bill, 57
 Hewlett-Packard, 57, 157
- I**
- IBM, 156
 integrity
 Butler Ranch example, 105–
 112
 challenges and, 115–116
 individual versus business,
 112–113
 knowledge, creation of, 116–
 118
 Intel, 156
 interconnectedness, 42–44
 Italian Swiss Colony, 5
- J**
- Jordan, Ehren, 14
- K**
- Kelleher, Herb, 156
 Kendall-Jackson, 11
 Kennedy, John F., 162–163
 knowledge
 creation of, 116–118
 sharing of, 125–128
- L**
- leadership, 24–27
 purpose and context and role
 of, 71–73
 resources on, 199–200
 leadership style, changing, 66
 Legasse, Emeril, 149
 life-changing experiences, role of,
 6–7
 listen, learning to, 83–84
- M**
- Makower, Joel, 15
 Maltas, Michael, 113–114, 116,
 117
 Martin, Dennis, 39, 145

Mendocino Cooperage,
97–98
Merlot, 144–146
Miller, Mark, 149
mission statement, 61–62
Mondavi, 11

N

Nike, 157

O

Oakley, Keith, 98–99
Ogden, Bradley, 149
organic garden, 46, 70, 90–91, 113,
149
Organic Gardening, 113
organic growing of grapes, 178–
181
organic viticulture
future of, 47, 69, 70
start of, 113–114, 116–120
orientation and organization,
140–141

P

Packard, David, 57
Patagonia, 157
Peace Corps, 57
perspectives, need to change,
81–85
position, taking a stand versus
taking a, 159–160
progress
expanding, 120–122
redefining, 40–42

projects, to implement purpose,
68–70
public, going, 166–167
purpose
discovering, 58–63
leadership, role of, 71–73
projects for implementing,
68–70

R

Redefining Progress, 41, 201
Redford, Robert, 157
resources, 197–201
responsibility, letting employees
take on, 86–93
Roberts, Keith, 95–98
Rossi, Pietro Carlo, 5

S

self-expression, encouraging,
95–99
Shoemaker, Fred, 137–139
Southcorp, 12
Southwest Airlines, 156
stand, taking a
adapting the world to your
world, 157–158
dimensions of, 160–162
examples of, 156–157, 162–
163
of Fetzer Vineyards, 163–166
going public, 166–167
taking a position versus, 159–
160
Straight Talks, 65–68

strategic planning, 139–140
 Stratospheric Ozone Protection
 award, 14
 Sundance, 157
 supervisors, eliminating, 93–95
 sustainability
 communication/conversation,
 role of, 128–133
 economics, environment, and
 equity and, 73–77
 importance of, 14–16
 sharing of knowledge, 125–
 128
 where and how to start, 122–
 124
 world, 150–151
 sustainable success, 18–21
 responding to opportunities,
 45–46
 sustainable viticulture, 47, 149

T

team coaches, 94–95
 triple bottom line, 62
 trucking division, 98–99, 148
 Turley Wine Cellars, 14
 Turrentine, Bill, 47

U

United Nations, 40
 unpredictability, 141–142

V

values, 72–73

W

Waste Reduction Awards Program
 (WRAP), 15, 70
 websites, 200–201
Wine & Spirits, 12
 Wine Institute, 31, 47, 50
 winemaking
 fermenting red wine, 176–178
 fermenting white wine, 174–
 176
 organic, 178–181
 planting, 173
 WineVision meeting, 48–51

X

Xerox, 157

ILLUSTRATIONS

- Opening spread Viognier grapes ripening on the vine at the entrance to Fetzer's Valley Oaks Visitors Center
- Page xviii Terraced hillside plantings from the Redwood Valley Home Ranch
- Page 28 Interior of a seventy-gallon wine barrel showing oak staves, which develop the flavors and aromas of the wine blend
- Page 52 Fetzer's vineyards set in the rolling hills of Mendocino County along the Russian River, as seen from the air
- Page 78 Zinfandel grape clusters on the vine
- Page 102 Fetzer Vineyards Administration Building, constructed of all recycled material and photovoltaic roof panels, Hopland, California
- Page 134 Sea of oak barrels in Fetzer's Red Barrel Room in Hopland, California
- Page 152 Spreading oak within field of ripening Cabernet Sauvignon grapevines at Fetzer's Five Rivers Ranch in Paso Robles
- Page 170 Fully mature grapes awaiting crush
- Page 182 Harvest boxes filled with Chardonnay grapes ready for crush
- Page 196 Cover crops between vine rows at Fetzer's Sundial Ranch, providing richness to the soil and beneficial organisms

<http://www.pbookshop.com>

ABOUT THE AUTHORS

PAUL DOLAN believes that business leaders can help make a better world, and he sees Mendocino County, California, as fertile ground to grow this vision. As president of Fetzer Vineyards (1992–2004) where he also served as winemaker (1977–1992) and managing director for new products and strategic development with the wine group of Brown-Forman Corporation, he led a transformation that put the company at the forefront of organic viticulture and sustainable business. With the creation of Mendocino Wine Company (MWC), a partnership of the Dolan and Thornhill families, leadership in sustainable winegrowing continues, cradled in the open, creative atmosphere of Mendocino County. A native Californian descended from three generations of distinguished winemakers, Dolan graduated from Santa Clara University with a degree in business and finance and holds a master's degree in enology from California State University, Fresno. Dolan serves on the boards of Wine Institute and Business for Social Responsibility, and is a founder of Wine Vision. He participated on President Clinton's Council on Sustainable Development, and chaired the California Sustainable Winegrowing Alliance Board. Dolan continues to advocate for sustainability and organic farming based on the simple premise that his natural view of our relationship with the world is not only the right view, but also delivers better products and healthier lives.

THOM ELKJER is a career freelance writer based in northern California. His published work includes a novel, four books of non-fiction, dozens of feature articles in national magazines, and appearances in eight anthologies of international travel literature, as well as numerous book reviews, profiles, and other pieces for newspapers and magazines. As wine editor for *Wine Country Living*, he regularly reaches a national audience of high-net-worth households with his descriptions, commentary, and reviews of the world's wine and wine country. Elkjer's books include *Adventures in Wine: True Stories of Vineyards and Vintages* (Travelers Tales, 2002), *Escape to the Wine Country* (Fodor's, 2002), and *Savoring the Wine Country* (Harper Collins, 1995). He is a graduate of the University of California at Berkeley.

<http://www.pbookshop.com>

ATTENTION CORPORATIONS

THIS BOOK IS AVAILABLE for bulk purchase at special discount. Special editions or chapter reprints can also be customized to specifications. For information, please e-mail Bloomberg Press, **press@bloomberg.com**, Attention: Director of Special Markets.



This book has been printed on recycled paper using 30 percent post-consumer fibers.

<http://www.pbookshop.com>

<http://www.pbookshop.com>

<http://www.pbookshop.com>