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WINERY CONSULTING · HEALDSBURG CA

PEMDAS

Complete Winery Solutions



The PEMDAS Winery Framework

A Structured System for Winery Success

THE ORDER OF OPERATIONS FOR WINERY PROFITABILITY

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INTRODUCTION

Order Matters



Wineries are complex businesses. They are unique in that they bring together three very different industries, agriculture, food manufacturing and hospitality, into one. Success does not come from making good wine alone. It comes from combining these three aspects while making the **right decisions, in the right order, at the right time**, and revisiting those decisions as the business evolves.

Too often, wineries are built backwards:

- The wine is chosen before the business model is chosen.
- Equipment is purchased before pricing and the winemaking philosophy are laid out.
- Wine is made before there is a clear path to sell it profitably.

The result is predictable: misaligned production, unstrategic sales, excessive costs, and ongoing financial pressure that lasts for years.

I designed the PEMDAS Winery Framework to solve these problems.

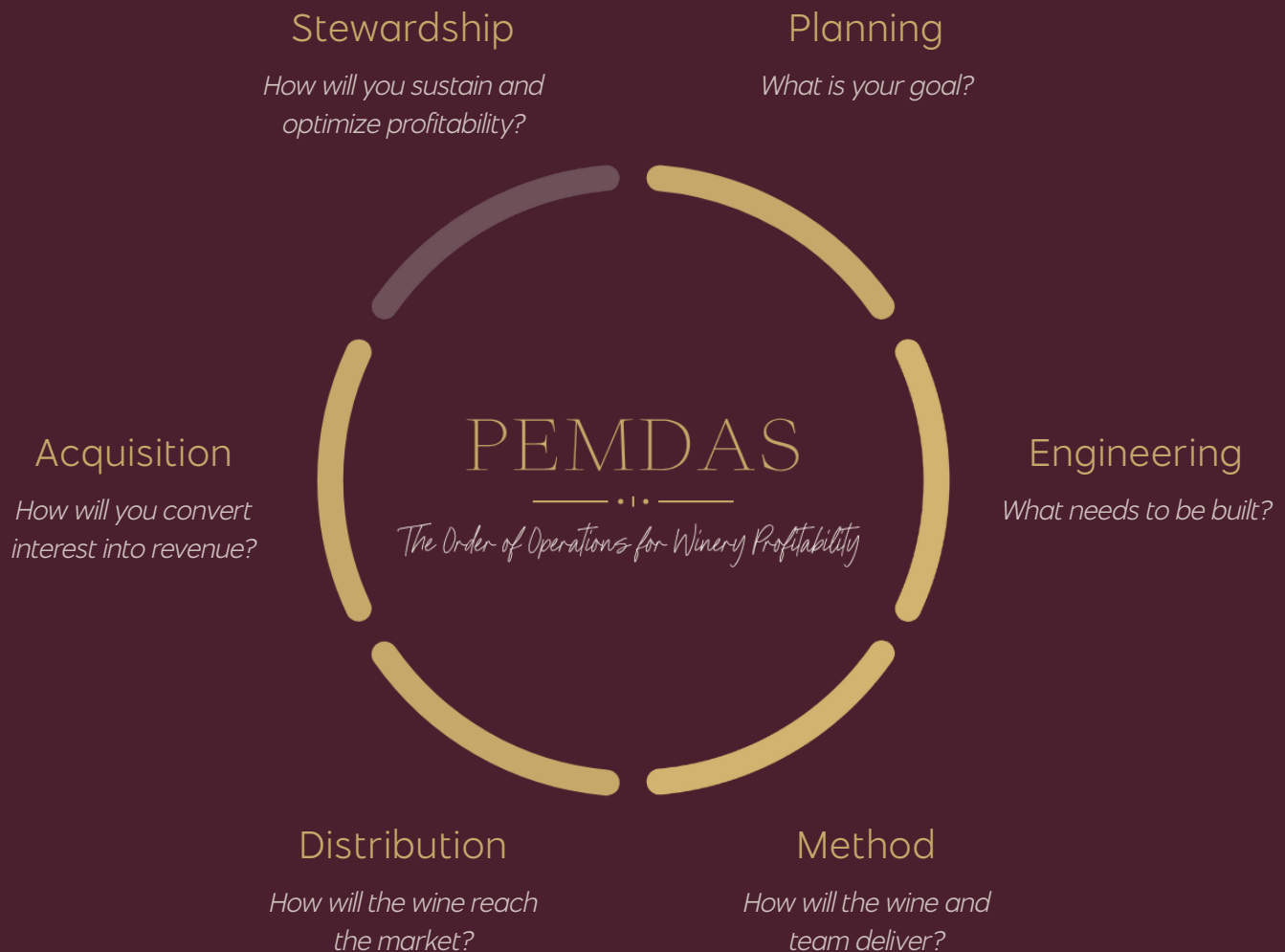
Taken from its mathematics origin, PEMDAS is a method for solving complex equations. It relies on the principle that solving the parts of the equation in the correct order achieves the correct result. Translated into a winery business model, it provides a structured, comprehensive system for building and operating a winery, from concept through long term profitability, grounded in real world experience across engineering, winemaking, and winery business operations.

At its core, PEMDAS is not linear. It is **circular**. Each stage builds on the previous one, and as your winery evolves, each stage is revisited, refined, and optimized.

THE FRAMEWORK

Six Stages, One Cycle

Each stage answers one question. The stages run in order, and the order holds every time the winery changes.



Planning

Define the business before you build the winery.

Planning is the most important stage and the most commonly rushed. People decide to start a winery because of their love of wine, so their inclination is to start there, with the wine. Starting a winery is fundamentally a business decision, and a successful business starts with a vision, goals and planning. Every decision that follows, engineering, equipment, staffing, winemaking, and sales, must align with what is defined here.

- Owner goals and business vision
- Financial structure and plan
- Customer experience and positioning
- Location and site selection

Engineering

Build the physical and operational foundation.

Once planning is clearly defined, engineering translates strategy into reality. This stage is where the largest capital decisions are made, and where misalignment is most expensive. Engineering is the capital intensive stage of a winery startup. Mistakes here are expensive and long term.

- Site and winery design
- Vineyard design and development
- Compliance and regulatory alignment
- Equipment specification and investment
- Hospitality and tasting room design

Method

Define how the winery operates and produces grapes and wine.

The structures are in place. Method is where the vision and the plan become the execution, the stage where planning and capital expenditures meet harvest and winemaking. Your operations, strategies and roles are defined and executed.

- Grape growing and winemaking strategy
- Operational readiness and execution
- Team development and role definition
- Marketing foundation

Distribution

Define how your wine reaches the market.

How your wine reaches the market is a strategic decision, and your distribution decisions are unique to your winery. Your strategy is based on your vision, consumer experience, target market volume and price point. It is the key to financial success.

- Sales channel strategy
- Sales infrastructure
- Cash flow timing needs
- Sales goals

Acquisition

Convert consumer interest into revenue.

Traffic alone does not create revenue. Conversion does. Acquisition is where many wineries underperform, and where all of the planning, winemaking and strategy turns into revenue. Wine does not sell itself. Long term profitability is built on:

- Managing tasting room performance
- Wine club strategy
- Customer relationship development
- Shipping and compliance

Stewardship

Sustain, optimize, and grow the business.

Success is won again every year. Once the winery is established, stewardship keeps it viable and profitable long term. Each month and year brings new challenges. Use the data and experience you are gaining to optimize. This is where you turn your winery into a business that sustains you, your team and your land for decades to come.

- Performance tracking
- Financial management
- Industry and relationship development
- Continuous optimization

NEXT

Where to Go From Here

The PEMDAS Framework is the result of decades of working with wineries across engineering, winemaking, and winery business operations. It exists because the wine industry is full of passionate people building beautiful businesses on unstable foundations, and it does not have to be that way.

Considering

I work with owners planning a winery who want the foundation set correctly.

Building

I work with owners building a winery who want to avoid the missteps that surface years later.

Operating

I work with owners operating a winery who want the root cause named and fixed.

Evolving

I work with established wineries evolving into a next chapter: growth, succession, or sale.

PEMDAS Solutions provides the structure to make the right decisions, in the right order, at the right time.

Work With Me

I partner with winery owners, entrepreneurs, investors, and operators to apply the framework to their own vision, translating strategy into execution and execution into long term profitability. Engagements range from single stage consultations to full cycle advisory across the life of the winery.

Let's Talk

If any stage of PEMDAS surfaced a question, a gap, or an opportunity in your business, that is exactly where the conversation should start.

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Schedule a complimentary discovery call: [my calendar](#)

