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Abstract: Analyzes the strategy of a firm that lets customer brew their own beer using the companies equipment. The paper evaluates the appropriateness of this industry for future investment.

Strategic Analysis of U-Brew

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EMP-9729

STRATEGIC ANALYSIS OF



U-BREW, Inc.

Prepared by
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for EMGT 525
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Executive Summary

The following paper and attached exhibits analyze the strategy of starting up and sustaining a facility that allows a customer to brew their own beer in a pleasant environment. These facilities are commonly known as on-site breweries or u-brews. This paper will focus on the initial strategy needed to bring the u-brew into existence. Strategy to grow and expand the business will also be discussed.

Through a number of analyses we will investigate the industry, our proposed company's position in that industry, and how we can succeed in the industry. It is the aim of the paper to show that the idea is feasible for further study and investment.

Strategic Analysis

The u-brew industry remains largely an unaddressed industry. The main focus of the current industry is to transition the current home brewer to a u-brewer. We believe there is a large untapped market of people who are interested in brewing beer, but believe it is too hard or expensive to do themselves. These people are unaware of the u-brew concept.

The u-brew concept has the same appeal as the brew at home with one huge exception. Instead of brewing your beer at home the individual brews a batch of beer at our facility using our equipment and drawing from our expertise. Getting the word out to these potential customers would be of utmost importance.

The most important key success factor (KSF) for our business is marketing. See exhibit D for a complete listing of the KSF's. The KSF of marketing directly maps to three critical issues. See exhibit F for a complete listing of the critical issues. The three critical issues that directly relate to marketing are as follows:

- Ability to grab and maintain marketshare

- Advertising and marketing

- Establishing alliances with other local businesses

Unfortunately the KSF and critical issues relating to marketing also map directly to one of our weaknesses which is lack of marketing experience. See exhibit B for a complete SWOT analysis. The only marketing experience that the group has is a marketing class at the University. Because we have identified this huge reliance on what is believed to be a weakness early in the process, it can be turned into a positive by adding the right resource(s) to this problem. Quality marketing is not only required to attract the potential u-brew customers but marketing would play a key role in establishing alliances with other local businesses.

We believe that these alliances would be important to our business in two ways. The first would be to add a comfort level to our customers. We would establish an

alliance with the restaurants in the delivery area. In exchange for free advertising in our establishment we would get a portion of the profits from deliveries to U-Brew. We would also like to further our relationship to include selling of our private label in their establishment. The later would also be extended to non-delivering restaurants. These alliances would directly relate to another KSF which is cash flow.

Cash flow is important in any business but is crucial in any start up endeavor. The average business takes 18 months before it becomes profitable. The KSF of cash flow directly maps to the critical issue of finance. Both of these issues again relate to something that we have identified as a weakness in our partnership. As a partnership we have little business experience and weak financial backing. We feel these weaknesses can easily be overcome due to the combined intellect of the group. Most businesses that fail do so not because they are not profitable but because of bad business decisions made by a sole proprietor. We feel that this could be minimized with a group consensus on all major decisions.

We believe the strengths of our offering will be our service and product knowledge which are both KSF's. These KSF's will map directly to the perceived beer brewing experience. As important as the formal advertising and marketing campaign is, the word of mouth advertising will be even more important. By providing the best experience possible to our customers brewing their beer we will be building a customer clientele as well as getting word of mouth advertising. Our aim will be to provide excellent customer service as well as a number of value added services to our customers. Value added services could include placing their beer into bottles and capping them or helping them to develop their own label to place on the bottles.

To start the business and bring it to a point of profitability we would focus on a simple, initial strategy. This strategy would be comprised of five elements: Market/Advertise at local home brewing supply stores; Start a web page; Undertake some aggressive promotions; Develop business alliances with local businesses; and Highlight on-site brewing. The large majority of our potential customers will come from those who are currently home brewers. Our potential customers are also ones who are technologically advanced and make use of the Internet. Having a web page will help us

reach these customers. As a company just starting out we will have to undertake some aggressive promotions to get our name and our service out into the marketplace. Developing alliances with some local businesses can only enhance our chances for survival. Being able to potentially tap into the customer base of these established businesses will give us the opportunity of expanding our customer base more rapidly. Lastly, we will have to focus on the on-site brewing services we offer in the beginning. These services will be the backbone for our business and will finance the other opportunities we would like to undertake.

After establishing our place in the market we would broaden our strategy to take advantage of a number opportunities to diversify while also focusing on our clientele. This future strategy would also have five elements. Special customer promotions; Refining customer amenities; Selling home brewer supplies; Merchandising; and Broadening alliances with local restaurants. Special customer promotions would take the form of price breaks for frequent brewers and for those who brew in bulk. Adding amenities such as a big screen television, computers for surfing the Internet, and possibly selling our own label beer on-site would enhance the beer brewing experience for our customers. The more we can do to enhance their experience the more likely they are to stay regular customers and provide us with word of mouth advertising. Selling home brewer supplies would a diversification move that would possibly bring more home brewers to our door step, even if only to by supplies. After a couple of visits they may decide to give our facility a try. Merchandising would be another diversification measure with significant advertising and marketing ambitions. Selling products with our company name and logo on it would be another way for us to get our name out into the community. Broadening alliances with local restaurants would allow us to co-evolve with those businesses. These relationships would give each of us the chance to strengthen our positions in the Food/Entertainment ecosystem.

In summary we feel that the u-brew industry is a widely untapped industry that could sustain a profitable ecosystem. The current industry is not being properly marketed. The current marketing strategy employed by the current players is to fight for the current brew at home customers. This will be the initial focus of our attack but the

primary target of our promotional campaign after we have reached stability will be to attract the person who would like to brew their own beer but feel it is too expensive or hard.

This promotional campaign would match our strengths to what the customer believes they need. Once the customer is attracted to our facility they would become hooked on our equipment as they found out how easy brewing is and would remain a loyal customer.

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Exhibit A

Owners Biographies:

The Management Team of U-Brew are three very capable and youthful souls who are full of energy and have the type of drive it takes to do good in business. Engineers by profession, the three are ready for the challenge.

Curt Mayer

Curt currently works for the BPA where he has worked for the last 10 years, and is completing his M. S. in Engineering Management at Portland State University. He “seeks challenging management opportunities,” in the fast paced world of high technology. Curt is an exceptional communicator and has capitalized on the interrelationships between the PSU school of Business and the EMP program to round himself in some of the more traditional business practices. Being the elder of the group, he has a good foundation in reality and is the corner stone of this dynamic team. Curt has been married for 7 years, and is the proud father of Mason.

Lane Inman

Lane currently works for Sequent Computer Systems as a Technical Support Engineer, where he has worked for the last three years. Currently in the process of completing his M.S. in Engineering Management at Portland State University, Lane enjoys the diverse and dynamic working environment of the University and the local Taverns. He is very approachable and a personable fellow, who is more than eager to share his thoughts with others. A self proclaimed “micro-brew elitist,” Lane enjoys a good beer on a regular basis. His flexible work schedule allows him large periods of free time during which others are busily working, and he is more than happy to fill up that time with “worth while ventures.” His specialties are process improvement and customer relations.

Andy Narkiewicz

Husband, Father, and Engineer, Andy is a youthful and aggressive individual currently working at Tektronix as a Manufacturing Manager. He appreciates a fine beer and time with his family. His stint at Tektronix has been fruitful, providing an avenue to further education as well as a multidimensional outlook over a high tech company, Tektronix. His various roles due to job rotation has given him insight to process improvement, interpersonal relationships, budgetary issues, as well as practical experience in a business environment. Currently Andy is working towards his Masters Degree in Manufacturing Engineering from Oregon State University.

Exhibit B

SWOT Analysis	
<p>• Strengths:</p> <ul style="list-style-type: none"> • Product/Business Enthusiasm • Pride of Ownership • Good Demographics • Team Member Synergy • Complimentary Schedules • Not Dependent on Business for Living 	<p>• Weaknesses:</p> <ul style="list-style-type: none"> • Lack of Practical Experience • Time Constraints of Families • Weak Financial Backing • Can not Weather Slow Times • Marketing Experience • Security of Present Employment
<p>• Opportunities:</p> <ul style="list-style-type: none"> • Producing Own Label for Local Restaurants • Merchandising • Special Event Limited Labels • Alliances W/Local Food Establishments • Supplies • Performance of Trivial Tasks • Technical Consulting • Rental Equipment • Home Brew Supplier Alliances • U-Brew GOOO (waste products from the brewing process) 	<p>• Threats:</p> <ul style="list-style-type: none"> • Local Microbreweries • Down Turn in Microbrewery Market • Home Wine Makers • Home Brew Suppliers • Job Relocation of Founders

Exhibit C

Future Threats in the External Environment

Social

- **Beer Maker Image:** Particularly in the Pacific Northwest, beer making is associated often times with up and coming 20 or 30 somethings who have a bit of time and money on their hands. The individual beer maker is seen to be someone who appreciates a fine brew and has the time to make it on their own. They strive for uniqueness and the zen of a great beer.
- **Neighbors do not want brewery in the area:** Although thought of in a fairly pleasant light, neighbors may not like the thought that there is a small brewery next door. Avoidance of conflicts with neighbors or spouses over “brew-a-thons” may make it more desirable to move brewing activities to a brewing establishment.
- **Craft Beers are trendy:** In the Pacific Northwest, and increasingly throughout the rest of the US, craft beers are increasing their foothold in the domestic beer market. They offer individual flavors and higher quality for a premium price. Although cheaper than buying beer, making beer adds to that mystique of the perfect beer by allowing connoisseurs to further test their theories as to what makes the best beer, and show it off to friends and family.

Legal

- **Drunk Driving Liability:** The increasingly harsh consequences for drunk drivers and those who serve them brings up a serious issue with liability. Although during most of the brewing process a beer is not “drinkable,” there is the inevitable “first sample” that may not be able to wait. As a result, the brewing establishment may find itself liable for any incidents that occur to individuals who have left with a special delivery of special brew.

- **Sanitation Issues:** Like any facility that provides a source of products designed for human ingestion, U-Brew may be held liable for any unsanitary conditions and resulting afflictions.
- **Changing Regulations:** Current regulations may impose tighter restrictions or incur higher fees to the facility. They may also make parts of the operation illegal or highly impractical. If such an event were to occur, the results could be catastrophic. At the current time it does not appear to be a threat but it may be an issue.

Nature

- **Waste Disposal:** There may be a higher cost incurred by the organic wastes associated with the brewing process. However this may be used as pig slop or fertilizer if marketed correctly.

Economic

- **Slowing of Economy:** Being seen more as a luxury than a necessity, personally crafted beer would probably be one of the first to be affected by an economic downturn. In addition, since two of the three founders are based in high technology, any down turn in that market would spell uncertainty for a fledgling company.
- **Loss of Primary Income:** If any one of the founders were to lose their primary source of income early in the venture, it may be disastrous. Due to the obligations of family and life, they may be driven to seek out other ventures which would lead them away from the u-brew industry or make it difficult to pursue.

Technological

- **Instant Beer Kits:** The increasing number of instant beer kits found in department stores presents itself as a definite threat. Although looked upon as lowly by the beer purists, it offers those who may not have the time or heart the opportunity to explore brewing. These individuals may be happy with the reduced variety and increased cost offered by these opportunities as a trade off for time and effort associated with the full-fledged brewing process. This, and the fact that such kits are typically made for

very simple use in the home makes it a very personal and attractive experience for those who want to swim in the shallow end of the pool

- **Expense of Upgrade:** Although the technology for brewing has changed little over the years, the trendy nature of personally crafted beers may make it susceptible to the latest and greatest fads in the industry. This could become increasingly expensive. A bigger threat however would be the cost of expansion. If the company were to do well, it would need to expand capacity through acquisition of more resources as well as the possibility of more real estate.

Competitive

- **Local U-Brews:** Although fairly sparse in the market, local u-brews could present serious competition to a fledgling enterprise. During the initial scouting venture, it may be susceptible to price undercutting or politics of the other brewers.
- **Microbreweries:** With local juggernauts like McMenemy's around, the coast is never clear in the craft brewing industry. If the money is there, it is likely that they could expand into the u-brew market with plenty of capital and expertise. A concerted effort on their part could seriously threaten the health of the organization.
- **Home Brew Suppliers:** Through expanding their business, current home brew supply companies could spread their reach. Already networked with the key people in the environment who drive the market, they would have a definite competitive advantage in obtaining and retaining customers.

Exhibit D

Key Success Factors

Marketing

The most important aspect of the U-Brew industry is marketing. We must establish our name and let people know that this service is available. Most people who are not currently brewing their own beer but are interested in the hobby do not realize what services are available.

Marketing is also important in creating our own label. If the restaurants in the area are unaware of our product they will not offer it in their establishment.

Service

This would be the backbone of our offering. If our service is more than the customer expected we would receive the word of mouth advertising that is most powerful in persuading a new customer to try an establishment.

Location

Location is crucial in all businesses and ours is no exception. We must be within easy driving distance to the local high tech industry that exists on the West side. A good location would also have easy access to one of the local freeways, ideally Highway 26.

Cash

In any startup business cash flow is always an issue. The average business takes 18 months to turn a profit. Cash reserves must be available to keep the doors open until the business would become profitable.

Knowledge of the Business

We must be experts in all aspects of home brewing. The customer must see us as a resource that they would be unable to do without.

Exhibit D

Portfolio Matrix

Due to the trends in microbreweries and the Northwest's growing fascination with crafted beers, a population of individuals desire to test their own brewing savvy. The u-brew industry provides individuals with the necessary facilities to take on such projects for a fee. These analysis were based upon the creation of a new u-brew facility near the Cornell Road exit of Highway 26 in the Beaverton-Portland area. Since the facility does not exist at this point, comparisons were made based on assumptions and desired targets of the new facility. The analysis was conducted by team members based on their knowledge and experience.

It was composed of four facets of the business which could be conducted in parallel, including the u-brew concept, a restaurant label brew, consulting, and special occasion labels.

Competitive Position

- Location:** The location of the U-Brew facility is an important decision considering the nature of the customers involved. Many of the frequenters of the u-brew industry work in the high-tech industry. For this reason, a location near the "silicon forest" would prove to be advantageous in obtaining customers from nearby Tektronix, Sequent, and Intel.
- Cost:** As with most ventures, the cost to the end user is a factor. Although not the most important, it is definitely a consideration.
- Flexibility:** To better serve the customer, the facility should have flexible capacity.

- Ease of Use:** To attract customers it is a good idea to have the facilities as easy to use as possible. However, due to the nature of the customers, simplicity is not a necessity. Highly skilled and well educated individuals, these customers are fairly intelligent. In addition, many who wish to test their knowledge are already familiar with the process. Exceptional service will also counter any difficulties with the facilities.
- Service:** Attendants who can assist the user may help out for a time starved want to be brewer. By providing excellent service and assistance, a customer will be more likely to return.
- Knowledge Base:** Attendants of the U-Brew should be very familiar with the process in general to provide service to the customers as well as answer any questions that may come up.
- Networking:** Since the u-brew industry caters to a small portion of the population, it is necessary to have the right connections in the industry. This includes relationships with local brewing suppliers as well as small taverns. Since this is something that can be done through marketing, it was decided that this was a necessary but buildable factor. Networking would also help for small labels and consulting, because it is through this that the facility can ally itself with a local restaurant.
- Marketing:** Although currently out there, little is known of the local u-brew facilities by the general public. Thought of as an oddity, it appears that a lot of work can be done in this area to bring attention to the facilities. Marketing is also of key importance to attract restaurants, interested parties in consulting, and those interested in special labels.
- Amenities:** Due to the time intensive labor of the brewing process, amenities such as TV's, Pizza, and even brewing supplies may make it a more pleasant experience for the brewers. Providing something

else to do while waiting for the cooking of the brew would contribute to the entire experience.

Market Attractiveness

Market Potential: The size of the market available is relatively small. This is definitely a niche market. For this reason, it would be beneficial to use the knowledge base and capacity to the best of our ability.

Lack of Competition: There are relatively few competitors out there, making it a prime opportunity for an aggressive startup.

Nature of Customers: Brewers of their own beer can be termed by some as fanatical. Those that enjoy it really enjoy it. They will go to great lengths to experiment and perfect their brew.

Industrial Profit Margin: As with all industries the profit margin should be considered.

Location: The right location should capture a significant number of the targeted market of well to do twenty and thirty somethings. In this case, near the high tech area of the west side provides ample opportunity for nearby high tech industry.

Seasonality: Events such as the Super Bowl, New Years, and other major holidays typically spur the quest for special beers by small brewers.

Capital Needed: Since we are assessing this as an up and coming business, the capital needed is a serious factor in the planning process. Having fairly limited resources, this can make or break the venture.

Labor Needed: This is another important aspect of the business, however not as important as capital, since the best times tend to be after normal work hours.

Size: Size is an important aspect of the venture. A facility must be large enough to provide storage for multiple individuals brews, as well as provide facilities for multiple individuals to process there work..

Conclusion:

Based on this analysis, it appears that this is a fairly desirable project. Although the market may not appear highly attractive, the competitive edge of a new facility warrants further study. Overall the special edition brewing opportunity seems prime for capitalization, with no present competition and the local industry density, this area presents itself as one prime for the taking. By utilizing the facilities for small batches it will allow much higher utilization.

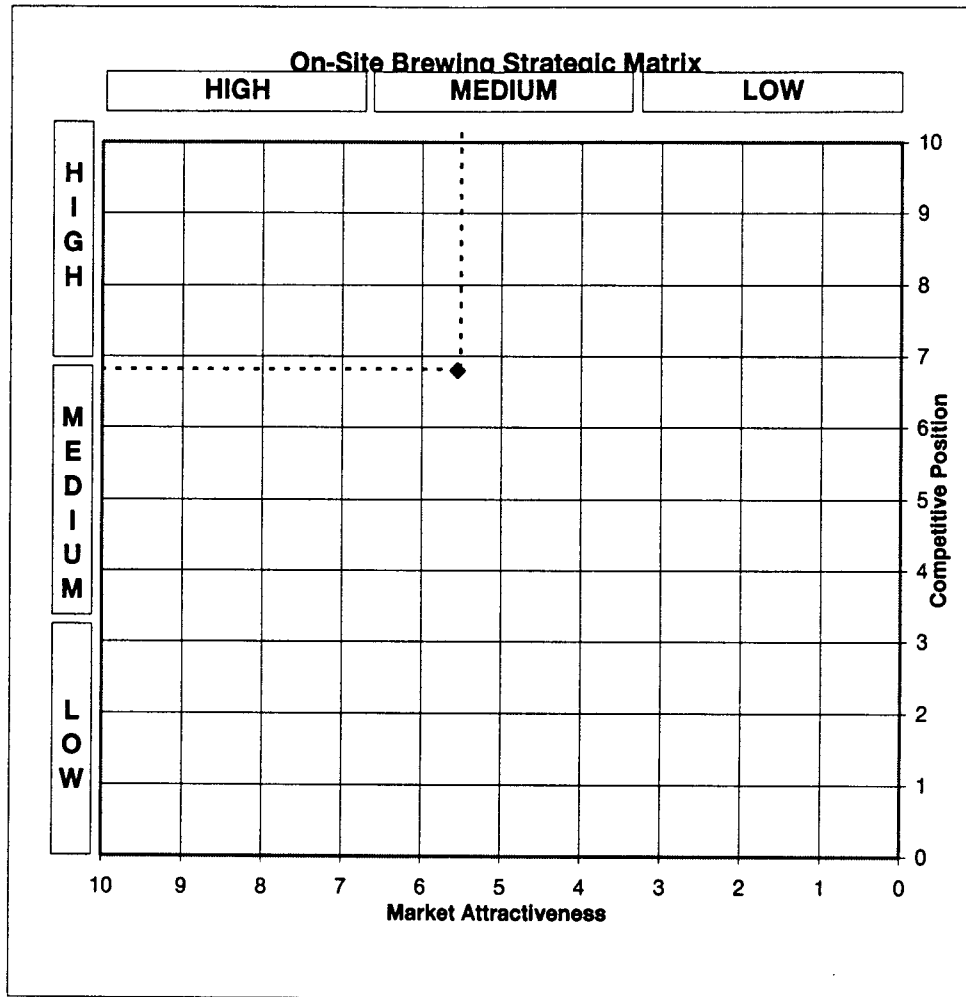
On-site Brewing

Competitive Position

Factors	Select Top Five	Weight % Importance	Competitive Position	Weighted Score
1. Location	X	20%	7	1.4
2. Cost	X	10%	5	0.5
3. Ease of Use				
4. Flexibility				
5. Service	X	25%	7	1.75
6. Knowledge Base	X	15%	5	0.75
7. Networking				
8. Marketing	X	30%	8	2.4
9. Availability				
10. Amenities				
Total:				6.8

Market Attractiveness

Factors	Select Top Five	Weight % Importance	Competitive Position	Weighted Score
1. Market Potential	X	25%	2	0.5
2. Lack of Competition	X	25%	9	2.25
3. Nature of Customers	X	10%	8	0.8
4. Industrial Profit Margin				
5. Location	X	20%	7	1.4
6. Seasonality				
7. Capital Needed	X	20%	3	0.6
8. Labor Needed				
9. Size				
Total:				5.55



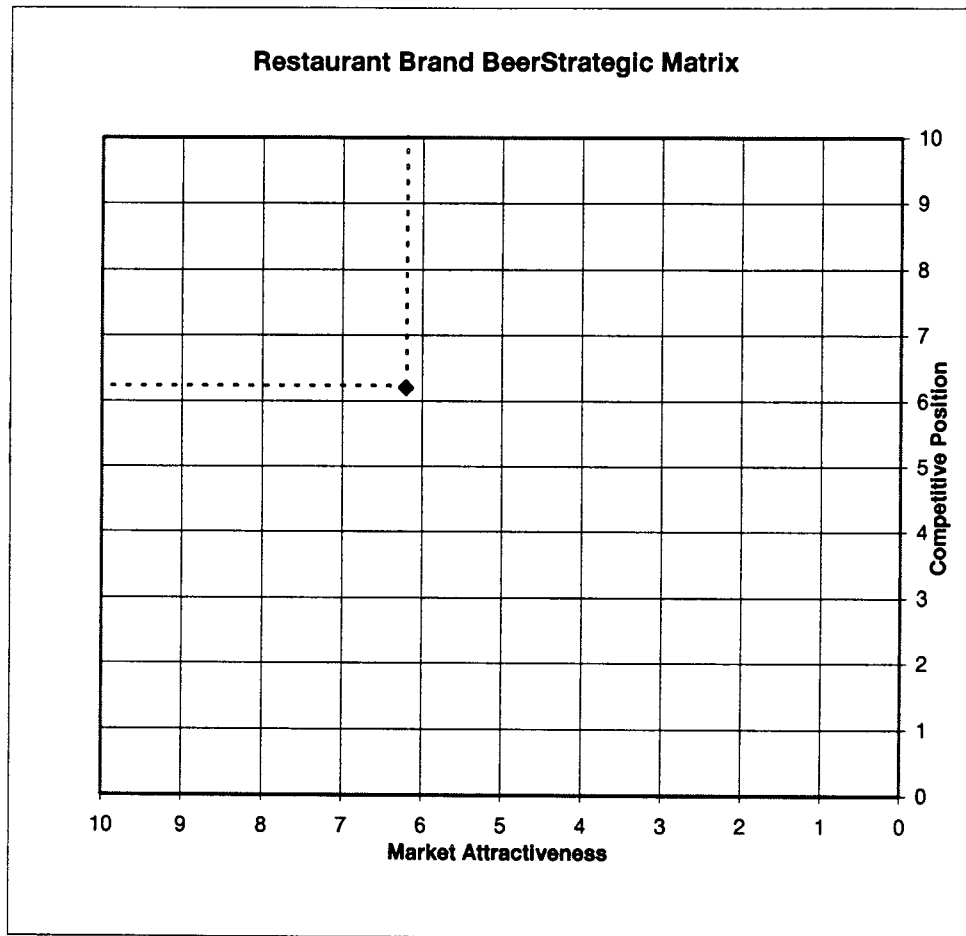
Restaurant Brand Beer

Competitive Position

Factors	Select Top Five	Weight % Importance	Competitive Position	Weighted Score
1. Connections	X	30%	6	1.8
2. Cost				
3. Creative Input	X	10%	10	1
4. Location				
5. Marketing	X	30%	7	2.1
6. Size				
7. Stability	X	20%	4	0.8
8. Uniqueness	X	10%	5	0.5
Total:				6.2

Market Attractiveness

Factors	Select Top Five	Weight % Importance	Competitive Position	Weighted Score
1. Capital Needed	X	20%	4	0.8
2. Competition	X	10%	4	0.4
3. Labor Needed				
4. Location				
5. Market Potential				
6. Nature of Customer	X	10%	7	0.7
7. Profit Margin	X	10%	7	0.7
8. Stability of Market	X	40%	9	3.6
Total:				6.2



Event Based Brewing

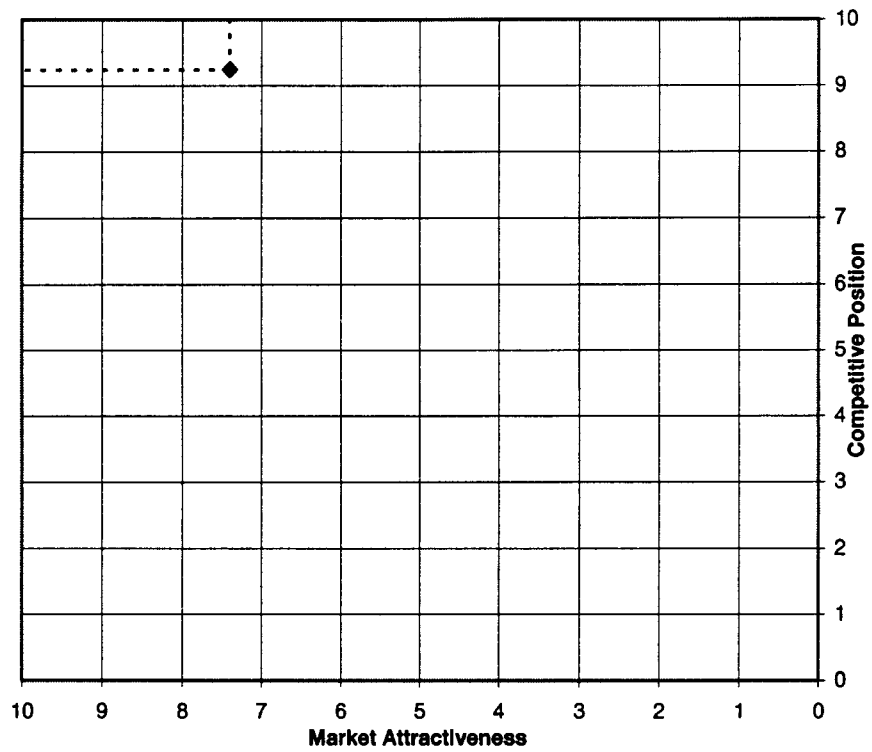
Competitive Position

Factors	Select Top Five	Weight % Importance	Competitive Position	Weighted Score
1. Connections				
2. Cost				
3. Creative Input	X	25%	10	2.5
4. Flexibility	X	15%	9	1.35
5. Marketing	X	25%	5	1.25
6. Rapid Delivery	X	20%	4	0.8
7. Size				
8. Uniqueness	X	15%	10	1.5
9. Variety				
Total:				7.4

Market Attractiveness

Factors	Select Top Five	Weight % Importance	Competitive Position	Weighted Score
1. Capital Needed	X	10%	2	0.2
2. Competition	X	25%	10	2.5
3. Labor Needed				
4. Location				
5. Market Potential	X	15%	5	0.75
6. Nature of Customer	X	20%	9	1.8
7. Profit Margin	X	50%	8	4
8. Stability of Market				
Total:				9.25

Event Based Brewing Strategic Matrix



Consulting

Competitive Position

Factors	Select Top Five	Weight % Importance	Competitive Position	Weighted Score
1. Connections	X	20%	4	0.8
2. Cost				
3. Experience	X	25%	10	2.5
4. Flexibility	X	15%	9	1.35
5. Marketing	X	25%	5	1.25
7. Size				
8. Uniqueness	X	15%	10	1.5
Total:				7.4

Market Attractiveness

Factors	Select Top Five	Weight % Importance	Competitive Position	Weighted Score
1. Capital Needed	X	15%	2	0.3
2. Competition	X	20%	6	1.2
3. Labor Needed				
4. Location				
5. Market Potential	X	10%	4	0.4
6. Nature of Customer	X	25%	9	2.25
7. Profit Margin	X	30%	7	2.1
8. Stability of Market				
Total:				6.25

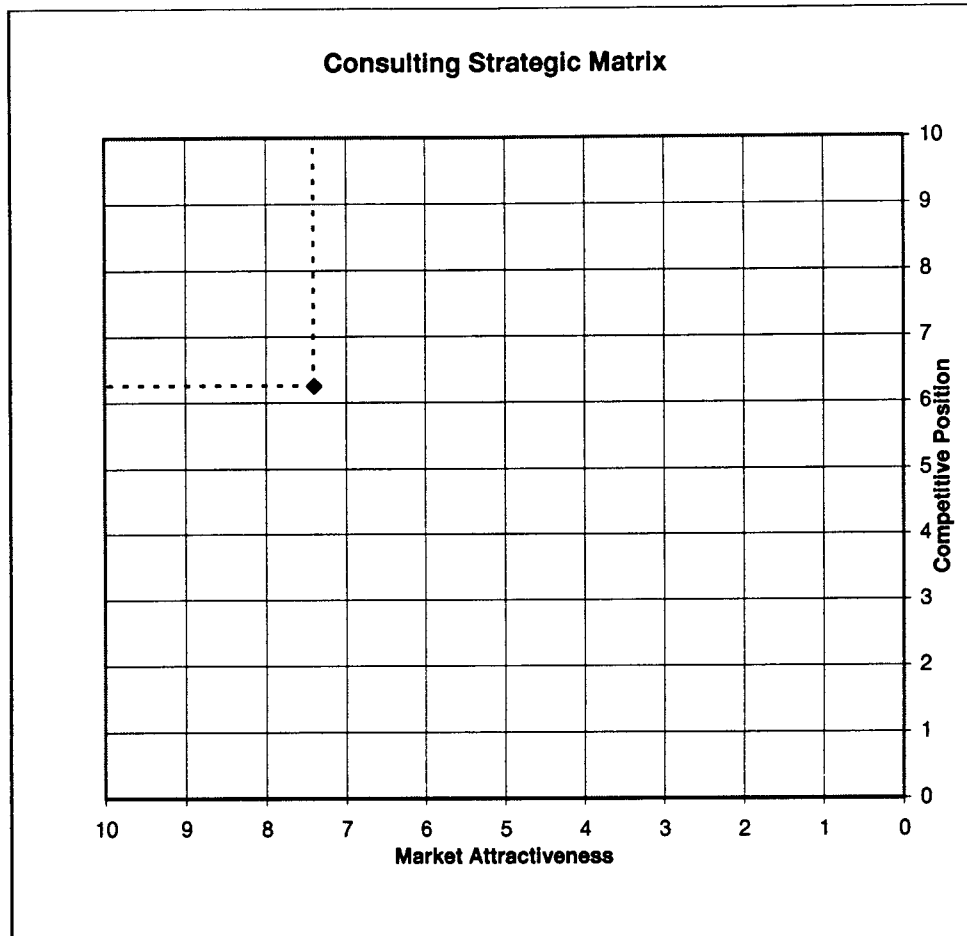


Exhibit E

Market Segmentation

It was decided to break the potential market for our U-Brew into three segments. The first segment being those who were curios about home brewing but had never tried it. The second being those who had tried it but were still new. The third and final market segment was those who were experienced brewers.

Products and Services

The main potential products were subdivided into six different groups and are listed below:

1. Brewing Knowledge
2. Brewing Supplies
3. Rental Equipment
4. Atmosphere
5. Space
6. Performance of Brewing Tasks

Company Offering

The proper product offering to meet the demands of each of the market segments is crucial for the survival of the company. Each market segment offers a unique challenge and to be a player in this market one must have a good knowledge of what each segment demands. Table 1 shows what research has proven to be the main demand for each of the market segments. It not only shows the primary demand but it also list any potential secondary demand.

If the company it to survive in this market it must learn to focus on what the customer wants and deliver it to them better then they expected.

Table 1

MARKETS

P R O D U C T S		Curious to Home Brewing	New Home Brewer	Experienced
	Trivial Tasks			M
	Rental Equipment	H	M	
	Supplies	M	M	
	Knowledge	H	H	
	Space			M
	Atmosphere	H	H	H

H = High focus for market at start up

M = Medium focus at start up

Blank = Not a primary target at start up

Exhibit F

Critical Issues

Ability to Grab and Maintain Market Share: As a new company starting out it will be crucial to be able to grab a portion of the u-brewing market in the Portland area. To achieve a break even point for the first years our company would need to grab 2% of the market. Even more critical to the long-term survival of the company will be the ability to hold and then, grow market share. It is our goal to increase our market share to 5% by the time we finish our 18 month survival period.

Advertising and Marketing: Our ability to survive the first 18 months will depend heavily on our ability to advertise and market our facility and services. Without any name recognition for our company and little name recognition for on-site brewing we will have the daunting task of getting our name out there and acquainting the public with on-site brewing.

Surviving First 18 Months: 18 months is approximately the time it takes for most companies starting out to turn a profit¹. In this time period the owners can expect no profits from the business and will have to depend on their other occupations for income. In addition, there may be additional capital requirements necessary to keep the business going. After this 18 month break in period we anticipate having enough of a presence in the market to begin growing and becoming profitable.

Finding the Right Location: Of the key success factors this will be the most important to the viability of the business. Without a good location we will not be able to take advantage of the demographics of the area and target the customers we are seeking. The location must have good visibility from the road, be fairly close to the major roads and

highways in the areas, and be close to the large high-tech corridors where our potential customers work and live.

Establishing Alliances with Other Local Businesses: By working with other local, established businesses we can increase the chances of our survival. Using an ecosystem approach we can determine those local business which we can develop relationships that will allow both of us to benefit. An example would be a relationship with a local pizza restaurant where they would give discounts and deliver to customers making beer in our facility.

Finances: Critical to the survival of any new company is its finances. We will have to be able to develop enough capital amongst ourselves in addition to attracting bank financing to start the company. Along the way we will have to maintain adequate working capital to operate the business. This need will place financial strain on all of the owners. The owners have sunk a large amount of their available capital into the company and do not have much more to invest into the company. Any unforeseen difficulties could bring financial ruin to the newly formed company.

Perceived Beer Brewing Experience: As important as the formal advertising and marketing campaign is the word of mouth advertising will be even more important. By providing the best experience possible to our customers brewing their beer we will be building a customer clientele as well as getting word of mouth advertising. Our aim will be to provide excellent customer service as well as a number of value added services to our customers. Value added services could include placing their beer into bottles and capping them or helping them to develop their own label to place on the bottles.

Business Knowledge: While all of the owners have or are pursuing advanced degrees in management none of the owners has any practical experience in running a business. There will be many things that the owners will learn through trial and error and by just having to do them. This level of inexperience will be a handicap at first, however the owners have a proven ability to adjust and adapt to new environments and will quickly come up to speed.

Exhibit G

Financial Considerations

Investment required to start:	\$250,000	
Amount available from owners:	<u>\$30,000</u>	
Amount to be financed:	\$220,000	Financing available @ 8% on 10-year loan
Operating costs (per month):		
Loan servicing:	\$32,040	
Utilities:	\$4,800	
Beer making supplies:	<u>\$4,080</u>	
	\$40,920	

Average revenue per batch is \$95. Number of batches required to break-even on a monthly basis is 431.

The Home Brewers Association (HBA) estimates that there is over 45,000 home beer brewers living and making beer on the westside of Portland. The HBA also estimates that the average home beer brewer produces 6 batches of beer per year.

Based on these figures, approximately 862 home brewers will be required to make 431 batches of beer per month. At this rate we will require 1.92% of the westside Portland home brewer market to break-even.

Also at this rate we will have to maintain a utilization rate, the percentage of kettles brewing beer in our shop, of 18.0%

Exhibit H

Proposed Functional Breakdown

Although hoping to share responsibilities for the organization, it has been determined that the best way to ensure success is to define roles and scopes of responsibility for each individual in the team. Equal partners with differing roles are needed to ensure success:

Finance: Having the most experience in this field currently, Curt plays the role of the financial planner. His connections with current industry participants will make it possible for him to foresee any possible downturns, hiccups, or upturns in our young venture.

Operations: Being experienced in the manufacturing environment, Andy's skills will be indispensable in the role of operations. His process centered working style should permit him to optimize an efficient design of the facilities as well as permit a feasible day to day schedule capitalizing on the various schedules of the team.

Marketing/Customer Relations: With daytimes free, Lane lends himself to do much of the daytime work. Being able to work the daytime hours lends him to daytime tasks, such as opening up the shop, checking up on possible customers and preparing the facilities. His free wheeling style also permits him to explore the possible markets and get the name out in the public, and the web.

Knowledge Pool: All three members should contribute significantly to the brew pool. That is, the formulation of recipe's to offer customers, consulting services, and other value added services to the customer. Each will share an equal vote concerning business matters, but each also has their distinct responsibility.

Exhibit I

Initial Strategy

Market/Advertise at local home brew supply stores: The backbone of our clientele will come from those who already make their own beer at home. To them we will be providing a convenient way to continue making their own beer without all of the hassle and mess making it at their home would create. Advertising and marketing through the home brew supply stores would reach 100% of the our target customers and would be fairly inexpensive.

Web page: Our target customer is by and large part of the technology community. Having a web site would make us easier for them to find and would appeal to their technical background. It would also be a way for us to communicate with them, via a monthly newsletter and e-mail. Once again this would be an inexpensive form of advertising that would have a high degree of effectiveness with our target customer.

Aggressive promotions: To get the word out about our company and the pleasures of brewing beer on-site we will have to undertake some aggressive promotions. These promotions could be done in conjunction with special events, such as the Super Bowl, the World Series, or New Year's. The goal would be to allow our patrons to enjoy their own beer for these events so the promotions would have to take place three to four weeks in advance. We could enhance the promotions by providing "prizes" such as free batches of beer or merchandise from our facility.

Develop business alliances with local businesses: To facilitate our survival we will develop alliances with some well-established local businesses. Through these alliances will be seeking to tap into their customer base while providing them another marketing opportunity. If the businesses we choose to allied with are chosen correctly we will

achieve a relationship that will allow us to co-evolve, growing as the other grows.
Companies that we could allied with would be restaurants or home brew supplies.

Highlight on-site brewing while developing other opportunities: Our promotions and advertising would be aimed at developing the on-site brewing portion of our business. At the same time we could be working on developing opportunities to diversify such as making our own beer on-site and placing it in a local restaurant. This would be another form of cheap advertising while keeping our utilization rate up.

Exhibit J

Major Product/Market Growth Alternatives

Place our own beer at local restaurant: Brewing our own beer on site and then placing it in local restaurants would be one area we could grow into. This alternative would allow us to diversify and not be so dependent on the on-site brewing aspect of the business. Brewing for local restaurants would bring the utilization rate of our facility up. There is the potential for our brewing to have negative impacts on our on-site brewing customers by not allowing them the facilities to brew when they want to. This problem could be overcome by brewing our beer during off hours.

Merchandising: Customers of our facility who have had good beer brewing experience would be likely to desire hats, T-shirts, beer glasses & mug , etc. with our logo on it. In addition to the opportunity to capitalize on the merchandising opportunity we will again be benefiting from cheap advertising.

Special event beer and labels: With the abundance of successful high-technology companies in this area we would have the opportunity to develop events for them to commemorate special occasions or successes. For example, Intel may want to celebrate the release of their next generation processor with a special celebration. We could brew up a special batch of beer with its own special label for the event.

Technical consulting: Once we have established our business in the community we would have the experience and knowledge to offer our services as consultants to those who would want to set up their own u-brew facility. While we would probably not want to help anyone in our local competition area we would be willing to help those who wanted to set up in other cities. Our consultation services would be in the form of starting the business up, technical set up of the facility, or forming alliances with businesses in their local communities.

Exhibit K

The Future Strategy

The future strategy for this company would be one of strengthening the relationship with existing customers and diversification to expand the customer base. A stable customer following would allow us to finance some of the diversification measures that would allow us to continue to grow and ultimately provide the owners with a significant income. To achieve these dual purposes our u-brew would engage in the following:

Special Customer Promotions: To keep our customers satisfied we would offer price breaks for continued patronage. One way would be to establish a "Frequent Brewer" plan. The customers would get one point for every time they brewed with us or if they brought in a new customer to brew with us. Collect nine points and the next time they brew with us, they brew free. Another promotion would be a price break for bulk brewing, brewing more than one batch at a time. If a customer decides to have a brewing party at the u-brew we would allow them to have one batch free if they had more than eight batches brewing at one time.

Refining Customer Amenities: To make the beer brewing experience as pleasant as possible, keeping our clientele happy and delighting the first timer, we need to pay attention to the amenities that our customers may desire. There are a number of future amenities that we would add to help them pass the time brewing. We would add a large screen television so that they could watch sporting events. We could offer an assortment of brew made on-site to let them sample the various recipes, however we would have to obtain a liquor license to be able to sell beer on-site. Another amenity that our customers would enjoy would be a couple of computers available to allow them to surf the net while they brew.

Sell Home Supplies: We would diversify into the area of selling supplies to home brewers who still want to brew at home. Selling supplies would increase the traffic of potential customers coming through our door. The likelihood of converting one of these home brewers into a customer would be greatly increased by getting them through our front door, even if it is only to buy supplies.

Merchandising: We would sell a number of items that have our logo on them to our customers. T-shirts, sweatshirts, hats, mugs and glasses would be popular items with our customers. In addition to providing our customers something to commemorate their brewing experience with we would be getting free advertising as our customers wear the clothing items around town.

Broaden Alliances with Local Restaurants: In addition to having on own brand of beer served in various local restaurants we would develop agreements with those establishments to have them deliver food from their restaurant to our facility for the customers who want to eat while they brew. We would also deepen these relationships by offering price breaks to customers who have receipts from the restaurants we have relationships with and those restaurants could offer price breaks to our customers who have a receipt from us.

Bibliography

ⁱ Audrey Edwards, "Living Large and Smart (Financing Your Future)," Essence, vol. 27, no. 6, pp. 78-81, October 1996.

Leathers may be ahead of most of her twentysomething generation when it comes to savvy money moves, but that hasn't made her immune to the one temptation nearly all young, single and well-paid women give in to: buying clothes. "I didn't have a career wardrobe," she explains. "I admit I buy something every week--a blouse, a pair of pants." Still, Leathers's total credit-card debt is only about \$300 to \$400, which makes her a winner in the credit-card game as well.

FINANCIAL GOAL: Anyone as financially astute as Erica Leathers knows that business ownership is the route to real wealth and financial security. So not surprisingly, she wants to start her own graphics-design business by age 30. "Even if I'm married and have children, I want a career," she says. "And being a wife and mother will actually be easier if I own my own business." She also wants to know what to do now to prepare for her retirement.

THE ADVICE: "If I were doing as well as Erica at 26, I'd have my place in the Caribbean," says financial planner Brooke M. Stephens, author of *Talking Dollars and Making Sense: A Wealth Building Guide for African-Americans* (McGraw-Hill) and a commentator on CNN-fn's personal-finance show *It's Only Money*. "This girl is in great shape. I would just say that before she thinks about leaving the security of a regular paycheck to start a business, she should have every aspect of the planning and development in place: a business plan, any incorporation papers, a good cadre of clients and some kind of public relations. She can also work better if she has a full year's worth of living expenses in the bank, as the average new business takes anywhere from 18 months to three years to show a profit. She should start putting all her freelance money into a savings account set aside to finance her business."

As a business owner, Leathers can also set up her own SEP-IRA plan, which will allow her to save up to 15 percent or \$30,000, whichever is less, in a tax-deferred retirement fund, Stephens adds. And the younger she is when she starts an IRA, the more she will accumulate. If she were to put just \$500 a year into an IRA stock mutual fund, for example, with an average annual return of 12 percent, she would have \$383,545 by age 65. "Stocks over time have performed at around 12 percent," explains Stephens, "and we really need to get away from keeping our money in conservative passbook savings, which are paying only around 3 percent. [See "Get Bullish on Stocks" in this month's Essentials.] That same money over 40 years in a passbook savings account would give Erica only \$37,700."

Another savings hp: "If Erica adds an extra \$100 a month to her mortgage payment, she will be finished paying for her townhouse in nine years, rather than 15, and own the property free and clear by age 35. An extra \$100 a month can save you a bundle in interest payments."

NationsBank, headquartered in North Carolina, sponsors several small-business-assistance centers, Stephens says, providing free information along with seminars and workshops. For further information, write to Nations-Bank, 600 Peachtree St., N.E., 3rd Fl., Atlanta GA 30308, attn: Education Counseling Department.

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Just Brew It!..

Welcome to my Brew page.

Westside U-Brew is a Brew On Premises (BOP) in Beaverton Oregon.

BREW YOUR OWN BEER!

Have you heard the latest craze in Micro-brewing? It's called a U-Brew! A place where ordinary people come and make extraordinary beer using state of the art brewing equipment. Our kettles (we have six) allow people (first timers to old timers) to brew 12.5 gallons of beer. All equipment and ingredients are furnished by **Westside U-Brew**, and the most important thing, we do **ALL** the clean-up. You take the brew home and enjoy.

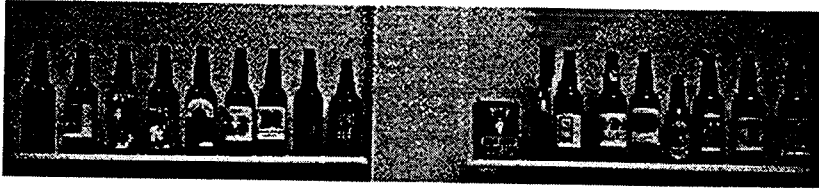
You can select from over **80 of our recipes** or make up your own. Give us a call or stop by and see what you can do.

Do I have to know how to brew beer? No, the first timer as well as the seasoned pro can brew a quality beer on the first try!

Is it expensive? You can brew premium beer for less than you can buy it in the store.



Proven excellent the world over!



Q. Can I sample my Beer?

A. Yes, cups are provided.

Q. How long does the brewing and bottling take?

A. It takes about two hours to brew and about an hour to bottle. Beer is ready to bottle in about 2 weeks.

Q. Do you sell supplies for the home brewer?

A. I'm glad you asked. Yes, we have all the supplies necessary to brew beer at home.

Q. Can I bring in my own ingredients?

A. Yes, although we have everything needed to brew most styles of beer you may want to brew your own specialty beer. Try baker's chocolate, orange peel, cinammon stick, ginger - your imagination is the limit.

Have more questions? E mail them to UBREW1@aol.com

Back to [Westside U-Brew Home Page](#)

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80 Recipes (count 'em)

You're sure to find a favorite in here. The approximate alcohol percent is listed for reference

See our special of the month.

1 ALISA'S E.S.B. E.S.B. 6%

E.S.B. exalts the brewing art, full flavor and aroma makes an outstanding brew.

2 ALTBIER GERMAN ALE 5%

German dark Ale with full body and flavor, popular micro-style Ale, well hopped and malty.

3 BEAVER TALE CANADIAN ALE 6.5%

Old style Canadian Ale. Beer that helped build the nation! Robust and fortifying.

4 BEAVERTON BROWN BROWN ALE 8%

Pleasantly peculiar, owing to the brown sugar and molasses, good old fashioned ale.

5 BEST BROWN ALE BROWN ALE 5%

Rich tasting yet light bodied. Malty taste, bittersweet finish, Northern Brown Ale.

6 BIG BEN'S ALE BRITISH ALE 5%

Medium bodied Pale Ale with an assertively complex hop flavor and aroma.

7 BIG HEAD ALE HEARTY ALE 5.5%

A rich style of ale, sneaky!

8 BLACKOUT STOUT DRY STOUT 5%

A typical dry Stout akin to popular Irish Stouts. Rich coffee-like taste with just a nip of hops to clean the palate.

9 BOHEMIAN CONTINENTAL LAGER 5%

Traditional European Lager. Gutsy, malty, hoppy. Not for the faint-hearted!

10 BOMBAY D'OR INDIA PALE ALE 5.5%

U-BREW's secret weapon of pale Ales. Ballistic hopping, mega-ton-o-malt.

11 BREITENBUSH BITTER BITTER 5%

Dark Bitter with a reddish tinge. Reminiscent of popular imported Ales.

12 BRITISH BULLDOG BITTER 5.5%

This is brewings finest hour. This brew will make you "Spitfire".

13 BULLS-EYE DART DORTMUNDER EXPORT 5%

A golden, slightly sweet Lager popular in northern regions of Germany. Light but fortifying.

14 CABLE CAR STEAM MICRO LAGER CLONE 5%

The San Francisco treat! Named for the micro product of fame....

15 CANUCK LAGER CANADIAN LAGER 5%

A close duplication of another type of Canadian Lager. Dry and hoppy.

16 DANISH CARPENTER LAGER CLONE 5%

Super golden potable. Gently hopped with a delicate malt presence.

17 DARK DIAMOND ENGLISH ALE 5%

Another diamond in the rough. Try this British delight!

18 DARON'S DRY DRY BEER 5.5%

Crisp, light bodied, dry but flavorful. U-BREW's revelation in brewing, well worth the time.

19 DIVINE LITE LITE LAGER 4%

A light bodied American style beer. Perfect on a hot summer day.

20 ED'S BITCH'N' BREW GERMAN LAGER 5%

Robust malty taste well complimented by the excellent hoppy nose. Genuinely German taste.

21 EYORE'S EYE OPENER DRY PILSNER 4.5%

Uncompromised flavor, dry brewed for low carbohydrates.

22 FALLEN ANGEL BARLEY WINE 8.5%

You asked for it, you got it! Brimming with flavor, fires your blood!

23 FOURTH QUARTER PORTER PORTER 6.5%

Dark, mysterious and lovely!

24 FROG LEG ALE AMBER ALE 6.0%

A superb Amber Ale with a slight hint of roasted flavor.

25 GREAT LOCKS POPULAR LAGER 5.5%

The closest thing to Canada's most popular Pilsner. Slightly stronger for the true beer drinker.

26 GLUECKLICH BIER GERMAN ALE 5%

Generously hopped lucky medium bodied. It is like a paler version of Altbier.

27 HIKE'N BEER EUROPEAN LAGER 5%

Holland's best known export.

28 HORN O' PLENTY SPECIAL BITTER 6.5%

A cornucopia of flavor. Complex and rich.

29 IMPORT ALE CANADIAN ALE 5%

Beery Ale in Canadian style

30 KANGAROO AUSTRALIAN BITTER 5%

Tie me kageroo down sport! Strange Aus', brew, light, clean and hoppy.

31 LANDLORD LAGER BRITISH LAGER 6%

U-BREW's British lager clone, rich, heady and aromatic. A very nice brew.

32 LAZY LAGER LIGHT CANADIAN LAGER 5%

Canada's favorite beer. A truly mellow Lager.

33 LEMOLO LAGER CANADIAN LAGER 5%

Canadian beer with German hops. Refreshingly clean hop flavor and tingling finish.

35 MACKENZIE MAERZEN MAERZEN 5%

Octoberfest beer! Rich bodied and hoppy. Imported hops for authentic bitter finish.

36 NECTAR OF THE GODS ENGLISH ALE 5%

Malty sweet Ale, like a Welsh Amber. Lightly hopped with an addictive smooth finish.

37 O'CANADA CANADA LAGER 5%

Montreal's favorite name in beer and hockey. A truly Canadian beer.

38 OLD JOCK'S PALE ALE 5%

Darker, sturdier pale Ale.

Deep tawny colored Ale with a slightly burnt flavor and a mild spicy hopping.

52 SOME TYPE OF ALE CANADIAN ALE 5%

Canadian style Ale, original U-BREW Co. typical Canadian Ale.

53 TABLE ROCK BOCK GERMAN BOCK 6%

A formulation of a dark Bock beer, full of flavor. Get your spoon ready!

54 TENNY CREAM CREAM ALE 5%

Smooth bodied, rounded Ale. Excellent mouth feel, without an overly pronounced taste.

55 TEX MEX MEXICAN/AMERICAN LAGER 4.5%

Light and malty, taste like more. Smooth and delicate American Lager.

56 THAMES ALE TOBY'S ENGLISH ALE 5%

Toby couldn't make it better!

57 THE DUKE OF ALE ENGLISH 5%

Englands most famous draught beer, well hopped, with delicate malt flavor.

58 THE DUNKELBIER LAGER 5.5%

The dark Dunkel... Like the old country. Robust, with a hint of wine.

59 VIENNESE SUPER SWISS LAGER 6%

A heavy gravity beer with a dry finish and German style hopping. A beer with heart.

60 WEIZENBIER WHEAT BEER 5%

Traditional German style wheat beer using malted wheat to produce a lighter bodied beer

April's Special of the month

61 WEIZENBOCK BOCK BEER 5.5% Mention this add and get \$5 off. (not good with any other offer of course)
:

A paler colored Bock beer, often used on festive occasions. Prosit!

62 WINNIE THE BREW MICRO CLONE 5.5%

Superb clone of U.S. two time winner of Best Domestic Brew, as Peoples Choice at the Great American Beer Festival.

63 WINTER BOCK BOCK BEER 6.5%

A Winterfest beer for all seasons. Noted for its curative properties of cold and flu!

64 Z'BEER POLISH LAGER 6%

Continental Lager.

65 BROWN ALE NUT BROWN 5.0 %

Famous English brown ale.

66 SIERRA MADRE PALE ALE 5.0 %

Wonderfully clean pale ale. Aromatic, honest, and hoppy. An ale with staying power!

67 MATZBRAU AUSTRIAN LAGER 5.0 %

Full flavored, full bodied, rich and an excellent beer. Pilsner style hopping.

68 OKTOBERFEST GERMAN LAGER 6%

Excitement in a bottle! This is the beer that makes Germans prolific.

69 HEFE-WEIZEN UNFILTERED WHEAT BEER 5.5%

Our most popular recipe. This beer is left un-filtered with a cloudy appearance.

70 ICHABOD'S I.P.A. INDIA PALE ALE 5%

Medium bodied pale ale with plenty of local Cascade hops.

71 COAL PORTER PORTER 5.7%

Just brew it!

72 BLACK HAWK PORTER PORTER 5.5%

Full bodied dark porter like the one you find at Black Butte.

73 IMPERIAL STOUT STOUT 7%

This one will put you to sleep. Allow three weeks for complete fermentation.

74 FESTIVALE WINTER WARMER 7%

*Rich and satisfying! Brewed for the holidays. *This beer will result in bitter beer face.*

75 HOMERHEAD INDIA PALE ALE 6%

If you enjoy Hammerhead, you'll enjoy Homerhead. This recipe was mastered by Rick Selby.

76 CREAM PORTER PORTER 6%

Dark, Silky and smooth.

77 BERRY-WEIZEN BERRY WHEAT 5.5%

Pick a flavor!

78 SEATTLE STOUT COFFEE STOUT 5.8%

A very close match to the Seattle product. Dark and smooth with a coffee finish.

79 PUB BITTER BITTER 5.4%

Medium bodied well rounded bitter ale.

80 VICTORY STOUT STOUT 5.7%

Very strong coffee like taste from the generous amounts of roasted barley. smooth finish.

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E mail us at UBREW1@aol.com

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- February - Winterhaus
- March - Bavarian Bock
- April - Alsatian Ale
- May - Prague Spring Pilsner

Sorry, we can't combine this with other discounts.

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Revised Recipes

We have changed many of our recipes to get a richer more malty flavor that you've come to expect from the local micro brews. To continue to improve, we are trying some different yeast varieties, that will add more distinction to many of your favorite brews.

Our fresh hops have been very popular and we'll continue to do this.

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We Have Tunes!!!

Thanks to some help from the old tenant of our space, Sony Only, we found out that installing speakers in the ceiling actually projects sound instead of noise. The acoustics of the BREWHAUS will never be compared to a concert hall, but it works. Next time you come in to brew or bottle, bring in your favorite CD or tape and you can have your own music. Who knows, it may even produce a finer beer. The management does reserve the right to reject any music that offends our finer senses.

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Shirts and Mugs

We've sold over half our second order of shirts. Tees, Henleys and Sweatshirts have a unique 5 color brewer insignia. Beautiful 13 oz. and 25 oz. mugs are available for fondling (a sale of course). Also, check out the 3 litre bottle from Italy. Finger ring and bail stopper on a brown jug -- a terrific gift idea.

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Frequent Brewer Plan

We think the frequent brewer plan will make a lot of happy brewers out there. Some people have already reached this milestone, so we want to make the program official. Here's how the plan works:

- One stamp is awarded each time you buy a brew at **Glisan Street Brewhaus**.
- Anyone who brings a new customer to **Brewhaus** earns a stamp, provided the new customer brews.
- If you share a batch with a new customer, you get one stamp. No stamp is given the new customer.

- If you form a "brew group" the group can collect stamps the same as individuals. You need to keep track of who gets the free brew.
- Collect 10 stamps and the next brew is on us. No, you don't get a stamp for the free brew.
- Pick up your Frequent Brewer card at the front desk. The program is retroactive to March 31, 1994.

What a deal!!!!

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comments to author: webmaster@brewhaus

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Glisan Street Brewhaus

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Revised: December 18, 1996

URL: <http://www.jhw.com/~jhw/brewhaus/index.html>

29	Aussie Lager	Foster's Lager	Pale	5.0
30	Caribbean Lager	Red Stripe	Light	4.6
#	NAME	SIMILAR STYLE	COLOR	% ALCOHOL
31	Mexican Crown	Corona	Pale	4.9
32	Mexican Dark Lager	Dos Equis	Amber	4.6
33	Kiwi Lager	Stein Lager	Golden	5.0
34	Alsatian Ale	Fisher d'Alsace	Golden	6.5
35	Munich Helles		Golden	5.1
36	German Lager 2	Lowenbrau	Golden	5.0
37	Oktoberfest Lager		Amber	5.2
38	Pale Ale 1	Bass	Amber/Copper	5.0
39	India Pale Ale		Amber/Copper	5.7
40	Pale Ale 2	Double Diamond	Pale Brown	5.0
#	NAME	SIMILAR STYLE	COLOR	% ALCOHOL
41	Traditional Ale	Big Rock Traditional	Copper	5.0
42	Creamy Porter		Black	4.9
43	Scottish Export		Brown	4.6
44	Scottish Heavy		Dark Amber	4.0
45	Scottish Lager	Tennants Lager	Golden	5.0
46	Irish Stout	Guinness Stout	Black	4.6
47	Scotch Ale		Brown	8.7
48	Danish Strong Ale	Elephant Beer	Golden	7.2
49	Weizen Ale		Golden	4.9
50	Weissbier		Very Pale	3.4
#	NAME	SIMILAR STYLE	COLOR	% ALCOHOL
51	Dunkel Weizen		Dark Brown	4.9
52	Weizenbock		Dark Brown	6.8
53	Avonlea Ale		Golden	6.0
54	Golden Wheat Lager		Golden	5.0
55	Tokyo Gold	Kirin	Golden	4.5
56	Japanese Lager	Sapporo Lager	Golden	5.0
57	Malayan Pilsner	Tiger Lager	Golden	5.1
58	Original Plzen	Pilsner Urquell	Golden	4.7
59	Prague Spring Pilsner	Staropramen	Golden	5.1
60	Original Munchener	Paulaner Munchener	Golden	4.8
#	NAME	SIMILAR STYLE	COLOR	% ALCOHOL
61	Hop Head Pilsner		Golden	4.8

62	Hop Head IPA	Copper	5.6
63	Hop Head Stout	Black	4.6
64	Hop Head Bock	Dark Brown	6.7
65	Hop Head E.S.B.	Copper	5.4
66	Sweet Stout	Black	5.0
67	Export Stout	Black	7.0
68	Russian Imperial Stout	Black	8.2
69	Black Fly Stout	Black	4.9
70	Wheat Stout	Black	5.0

#	NAME	SIMILAR STYLE	COLOR	% ALCOHOL
71	Schwartzbier		Black	4.5
72	Scottish Bitter	McTarnahan's	Golden	4.2
73	Red Pearl	Shaftebury Cream	Brown	5.0
74	Hefeweizen		Golden	4.7
75	Toro Cervesa		Golden	5.2
76	Old Black		Dark Brown	4.4
77	Old Timer Ale		Amber	7.5
78	Java Espresso Stout		Black	5.3
79	Java Excelcio Porter		Black	5.0
80	Java Late Stout		Black	4.5

#	NAME	SIMILAR STYLE	COLOR	% ALCOHOL
81	Barley Wine		Copper	10.5
82	Red Bird	Red Nectar	Amber	5.3
83	Doppelbock		Brown	6.8
84	Helles Bock		Golden	5.9
85	Robust Porter		Black	5.3
86	Brown Porter		Dark Red	5.0
87	Strong Porter		Black	7.1
88	Sweet Porter		Black	5.2
89	Oatmeal Stout		Black	5.3
90	Old Particular	Old Peculiar	Dark Brown	7.5
91	Bumble Brew		Golden	5.2
92	Dubbelfest		Dark Gold	6.8

Fruit Flavors Available.

[Back to the Virtual Tour of The Glisan Street Brewhaus.](#)

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Glisan Street Brewhaus, 1402 NW Glisan St., Portland OR 503.223.9566



Introduction

What is Gravity Brewing Company?

Old world tradition meets new world style and flavor at Gravity Brewing Company. Gravity Brewing is located in the Old City section of Philadelphia just a few blocks from where the historic breweries of Philadelphia once mixed their wort and pitched their first yeast.

Gravity is a local brewery that hand-crafts beer in individual half-keg batches. Reminiscent of practices in the heyday of Philadelphia brewing. Gravity Beer is delivered to local bars and restaurants usually on the day it is kegged.

It is the freshest beer available in Philadelphia.

Watch for more fresh, all natural beers to appear from Gravity Brewing in the near future!

What is Gravity Pale Ale?

We invite you to enjoy a fresh draft of our Gravity Pale Ale. A generous amount of Cascade hops are tossed directly into their fermenter, giving it its uniquely floral aroma. A hint of Chocolate Malt is buried deep inside the Pale and Crystals Malts. The result is an Extremely drinkable Pale Ale. You can order a pint or two of the Pale Ale in the best beer bars and restaurants in the Philadelphia area.

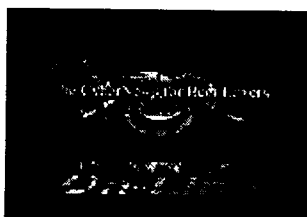
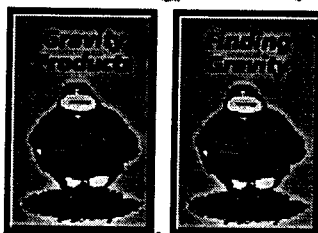
Check some of them out on our ["Finding Gravity Page"](#).



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Gravity

•Brewing Co.•



BREW NEWS

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Three Monkey Productions

May 14, 1996



Gravity Pale Ale

Price

\$82.00 will get you...

1/2 Barrel

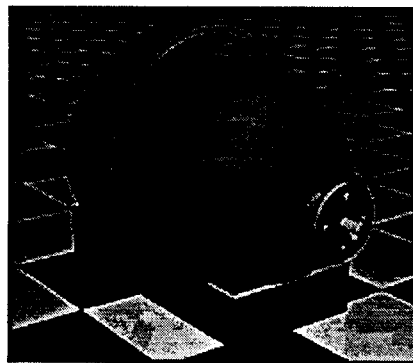
or

15.5 Gallon Sankee Ball Tap

Gravity Pack

Gravity Brewing Company is happy to announce the avilability of Gravity Packs!

What is a Gravity Pack, you ask?!



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A Gravity Pack is an oblong, self-contained draft beer dispensing system that holds the equivalent of one case of beer, or 2.25 gallons. Unlike a "party ball" or a keg, it will fit easily into a refrigerator and it needs no tap or Co2 cannister.

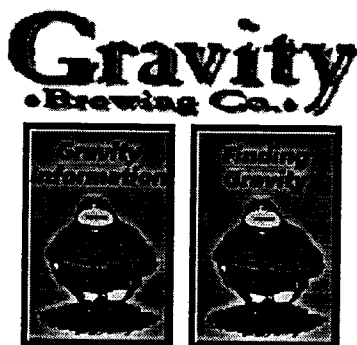
The use of a self-inflating pressure pouch and simple push-button valve lets you pull off a brewery-fresh beer with no special equipment or gadgets. The Gravity Packs will be filled with our Gravity Pale Ale, and eventually a whole line of unique Gravity brews. Since the reusable packages can be taken home for a small deposit, and hold just one case of beer, they are an economical way to enjoy Gravity over and over again.

Call us for details about this new way to get our great beer!

Call 800-253-2518

Gravity Accessories:

ZERO GRAVITY PINT GLASSES	\$ 5.00
ZERO GRAVITY HAT	\$14.95
ZERO GRAVITY T-SHIRTS	\$19.95
ZERO GRAVITY DRESS SHIRTS (L & XL)	\$34.95



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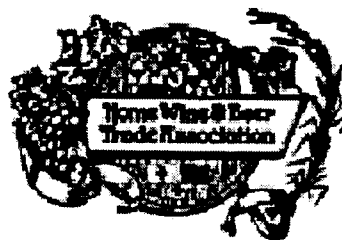
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Wine and Brewing Supplies



234 SE 12th Ave • Portland, OR 97214
(503)232-8783 • FAX (503)238-1649

1-800-638-2897



About F.H. Steinbarts

We are one of the oldest **Wine & Beer** supply houses in the country. We were founded in **1918** by Mr. Steinbart as a brewery supply house, and survived the Depression and Prohibition by supplying the home wine and beer market. We attempt to carry the finest merchandise available, foreign or domestic. Steinbart's continues to supply draft beer equipment for the industry and home customers and has become known for quality beer and wine making supplies through the west.

We have a complete line of malts, malt extracts, wine kits, juices, equipment - etc. Recently we have become known for our line of Belgian products; malts, Belgian candy sugars, dried orange peel, bitter orange peel, sweet gale, woodruff, cardamon seed, whole coriander seed, cowslip, ginger root, mugwort, sassafras and sarsaparilla. Inquires are most welcome!

Our Guarantee

If you are unsatisfied with any item you purchase from F.H. Steinbart Co., you can return the merchandise and we will refund your money or exchange the item, whichever you prefer.

Send mail to **F.H.Steinbart@pcez.com**