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No patent liability is assumed with respect to the use of the information contained herein. Although every precaution has been taken in the preparation of this book, the publisher and author assume no responsibility for errors or omissions. Neither is any liability assumed for damages resulting from the use of the information contained herein. www.breweryoperationsmanual.com For Sandy Introduction One hundred years ago there were about 2,000 breweries in the United States. In 2011 we past that number but just think of what the population is in the U.S. compared to then! There is a lot of room for growth. I own a successful little brewpub in a town of about 800 people in it. I often think of how many towns there are across the globe with a population of at least that much. Heck, there are plenty of buildings in big cities with a population greater than our little town. I think every town deserves to have its own brewery, just like having its own coffee house, or bakery, or clothing store. We still have a long way to go to even reach an equal amount of wineries about 7,000. My point is that there is a long way to go before we have saturated the market. So there is no reason you also cannot put a brewery in your town. It is my hope that this little manual becomes a valuable tool you for you to use to add your brewery to that current total. At this point, I have opened six breweries of my own, and helped with over 50 others. Because I am essentially cheap, I did them for just a fraction of what the professionals say you need. Our breweries have made what I think is really good beer, winning medals and awards at the Great American Beer Festival and World Beer Cup. Here is what I have found along the way. Once you understand the basics, starting and running a moneymaking brewery is really not so difficult. To that end, I have developed a simple set of steps that you can follow to take you beyond the dreaming stage and into your own brewery in about six months.

This manual is designed to be a practical guide through all the steps necessary to open your own brewery. Keep in mind that your location will dictate specific requirements. A small town in Ohio will be different from the big island of Hawaii. States and counties have their own rules and you will have to follow them. It is up to you to find these out. I can guide you through the rest. What I am giving you is your todo list. Some sections can be rather short and simple while others lengthy and in depth. The starting point will be money, of course. Once you have a handle on that, you can move forward and put your plan together. It may be that your biggest question is the type of equipment to buy and how to put the equipment together. However, this manual will cover so much more. Including the type of location for your business, the setup of your business and finally the systems to run a lucrative operation. STEP 1 THE SET UP Chapter 1 MONEY This is really your starting point. Without cash resources all you can do is dream and plan. It is time to gather your resources and investment capital. That means your own, and any other cash you can scrounge up. In this chapter we'll go through all the obvious sources of capital and some that maybe you haven't thought of. The first giant step will get you over this initial stumbling block so that everything else can happen, so hang in there. It shouldn't be too painful. It could cost you a lot more depending on location and how complicated a brewery you open but for now I want to start with a simple set up. You can or subtract to this as you see fit. So let's get started building our budget. Your Funds Junk You may have more than you know. Start by listing any personal assets that can be turned into cash. Even garage sale items can net you a cool thousand. In fact you can organize a neighborhood sale that you manage and keep 10% of the stuff you sell that is not yours.

<http://www.bosport.be/newsletter/bosch-hot-water-manual>

This money can be used as your seed money to purchase your own stock in your company. Because no matter how small you start, the IRS wants to see some of your money invested in your company. That could be as little as one or two thousand dollars. The rest can be borrowed. Savings This may not even be in a traditional savings account. It could be a little extra cash in your checking. Or it

could be some old savings bonds that your great aunt left you. Think about your 401k and any IRA's you have. Are you willing to take the tax hit and cash these in. You may have stock funds that are performing poorly, and could be better invested in your own stock. At least you will have control over it compared to the companies you are currently invested in. Assets These are your larger items such as jet skis, an extra car, a vintage guitar, or motorcycle. And yes, even your house. Some are items you could just sell outright because you don't need them. Be willing to let go of some of these things to realize the primary goal and find the cash to see your own brewery desires fulfilled. It may be possible to pull some equity out of your own home, or you may decide to sell the house outright and rent for a while. Based on how much you can pull from the sale of your junk, your savings and assets, it may give you more comfort to leave your house out of the equation. Getting rid of things you didn't really need may leave you feeling quite liberated. Now you basically have enough to purchase real brewing equipment and that can be used as leverage to get more cash later on. Trades To build your brewery will involve lawyers, accountants, plumbers, electricians, welders, and contractors. Compared to building a dentist office, this could be fun for them. You may even already know some of these people and can work special deals with them. For example, your lawyer and accountant buddies may just do the work in trade for beer. Yes, beer sometimes is more valuable than money.

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Breweries are such cool projects and they become a nice break for these folks. They will want to be involved. Basic labor such as the demolition on your space or other general labor can be done by a group of friends. Just make sure you keep a keg on tap at the work site but not tapped until the work is finished. The plumbing, electrical, and general contractors should also be approached to see if they could discount their bill in part for trade. For example they may be having Christmas parties or summer picnics and will need kegs or a place to have their party. They could also just discount a certain amount and they can then run a tab when they come in. You will still have to pay any taxes incurred by these trades. Your accountant can tell you how to track these. Your total from all the trades could easily equal five to ten thousand dollars. Family and Friends You knew sooner or later you might be hitting them up. If you are lucky, some of your friends or relatives may have already approached you with an offer of financial help. The others are just not answering their phones and hoping you won't call. When and if the time comes, it is important to realize you are not coming to them emptyhanded. This will be a real business with cash flow and you can afford to give them a return on their investment. The bad economy works in your favor. Interest rates are so low that any investments your family or friends have may only pay one or two percent. The deal you work out for them will be much sweeter. Have a lawyer write up a loan agreement that is flexible with its payments. You may want to consider interest only for the first six months at 5%, and eventually go to 10% interest only, and finally move up to 10% principal and interest accrued on a monthly basis. This will keep your payments low at the beginning as you build your business. The investors are getting a monthly check that is way higher than any other investments they could make.

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If you need to sweeten the pot in addition to their monthly check, they may also be entitled to a share of the profits. This is called phantom stock. They do not actually own stock, but they are entitled to a share of declared profits as though they actually owned stock. This continues until the loan is paid off. But wait there's more. You can also give them a monthly tab, so they can drink beer for free. This keeps them coming in and gives them a sense of being invested and they can keep an eye on their investment. Depending on the total cost of the brewery, you can also offer your equipment as security against these loans. Used brewing equipment does not depreciate. That means that their exposure is limited. This is a really good deal for your investors and the best part is you don't have to go to a bank for your business loan. That does not mean that this loan isn't just as

serious of course. In fact it is more personal as you are getting money from your loved ones instead of an impersonal bank. And because you are personally involved with your investors, you have a deep incentive to make your brewery a success. The Bank Last but not least is your bank. If you have plenty of equity in your home, a small bank loan should not be too big an issue. If on the other hand you are renting an apartment, and have no collateral, you will most likely need to get a Small Business Administration SBA loan. In a SBA loan, the bank is still loaning the money to you, but the SBA is guaranteeing the loan. In effect, it is providing the collateral for the bank. But, as it is the government, there is a lot of paperwork involved, and they will run you through the hoops. Their web site, www.sba.gov, is actually very good and has plenty of tools for writing a business plan, and all the financial templates you will need to fill out their applications. There is much to learn from their web site and much of it very helpful.

The main thing you may learn is that you would rather use your friends and family. Your Landlord Assuming that you are going to rent your location, you can save part of your opening budget by negotiating rent or tenant improvements with your new landlord. At a minimum I like to ask for free rent during construction and opening. This could last up to 6 months. If your landlord balks at this you can negotiate it down to half rent, which is very reasonable and could save you a bunch. Another possibility is to ask for a tenant improvement allowance. This could be one or two dollars per square foot to help defray the cost of improving their building. With new lease spaces, this is pretty common. However, if you are just renting an existing restaurant which I recommend, the landlord may not have the ability to give you a check. You might consider asking for a tenant improvement allowance to be amortized over the course of your lease in rent reduction. You still get the cash benefit, but it is spread out over the length of your lease, so it doesn't hurt the landlord too much, and is very reasonable. It is well worth the effort. Possibly your project may cost less, depending on the type and condition of the space you are renting. So just to go over it again; step one in this process is to gather your funds. Once you feel comfortable in knowing that you will be able to pay for your brewery, you can now go on to find your location. Other than money, it is the location that drives the whole process. The right location will dictate what type of brewery you do. In the next chapter I'll go over the specifics of what to look for that will save you the most money, and help assure your success. Chapter 2 LOCATION A giant step forward is first to not need as much money for your project; hence the purpose of this book and the essence of this next chapter.

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Having enough money, or being in possession of brewing equipment, pale in comparison to finding the right location for your brewery. First find an existing restaurant for rent or to purchase. Given the turnover rate in the restaurant business this is easier than you think. There is nothing cut and dried about this however. It is very personal and reflects your ideas about what you want to do. In this chapter I'll go over all the specifics of what to look for and what will save you the most money and time in your brewery buildout. The actual location is up to you, and your knowledge of your town There are formulas and certain do's and don'ts that the pros follow, but nothing can replace local knowledge. In fact I have a confession to make right up front; I never do much in the way of analysis when scouting a location. Oh sure I check on crime rates, education and income levels. Checking traffic is good too, but it is my gut that tells me yes, this is the place. I'm not expecting you to follow this intuitive approach, but rather take it as another piece of information. Hopefully this and your own gut instincts will guide you to the perfect location for you. Get Thee To A Restaurant The first, best thing is to find an existing restaurant that is for lease or for sale. Even when the economy is good, the turnover rate in restaurants is almost off the charts don't worry, you are opening a brewpub or brewery, which is a different animal. Having said that, there are always restaurants available. Perfect Location in a Busy Downtown There are obvious advantages to using

an existing restaurant for your brewery.

You will find Floor drains and floor sinks in place Restrooms that are likely handicap accessible Walkin coolers Commercial kitchen space Airconditioning and heating systems Commercial hot water heaters Grease traps plumbed in Adequate electrical amperage for your needs Parking Best of all, these restaurants are likely zoned commercial and have been brought up to code at some point in the recent past. By having Youve reached the end of this preview. Sign up to read more. Start your free trial Page 1 of 1 Reviews Loading Footer Menu Back To Top About About Scribd Press Our blog Join our team. Groups Discussions Quotes Ask the Author This is real nuts and bolts stuff. It is his sixth brewery over the past 18 years. He is the creator of Frankenbrew, a cult classic 1995 video on how to build inexpensive breweries. This book is the result of years teaching many students how to open their own breweries. To see what your friends thought of this book, This book is not yet featured on Listopia. Full of typos and grammar errors though. I needs some serious proofreading and editing before the next edition. Not a comprehensive source of information, but a nice supplement to further reading on the topic. There are no discussion topics on this book yet. Includes our BrewPub Marketing, BrewPub Success Secrets, and BrewPub Operations. These will be emailed to you in a PDF format. Please make sure that your information is correct. BrewPub Marketing. THE manual to get if you are planning on opening your own brewpub, or currently have one running. This guide was created by sending a survey to the 200 most successful brewpubs in the country, asking questions about their marketing strategy, what works and what doesnt, and more importantly what advise they would give to someone else entering the industry. Invaluable information from people who have done it before.

BrewPubs Success Secrets 200 top industry leaders have volunteered their advise to upandcoming brewpub owners in this 110page manual. Learn from their mistakes, find out what others have done right, and what they would not do again. If you are even halfway serious about starting your own brewery or restaurant, you need this information. BrewPub Operation The third and probably the most popular in our series of brew pub guidelines. Take the mystery out of what it means to run a successful brewpub. This helpful manual gives you solid, realworld advise on how to setup your brew pub to maximise your space, proper grain and yeast handling in a pub setting, and a checklist that will prepare you for unseen issues that may arise in the future. A great way to see what you are getting into before it happens. These will be emailed to you in a PDF format. Please make sure that your information is correct. Learn More Be the first! Great info and good, eyeopening advice. My only complaint is that they arent in hard copy. Its hard to flip through and highlight text in an ebook. Having said that, these are money well spent. These recommended books are especially for how to start a brewery. Knowledge is key to starting your brewery. Every guest of MicroBrewr podcast is asked the following question Let us know what you are reading. Leave your own book reviews and book recommendations in the comments section below. It doesn't add anything to your purchase price. While I have not personally read all of the books listed here, based on the guests' recommendations, I feel that these books will truly provide value to you. Please do not purchase any of these products unless you feel that you need it or that it will help you achieve your goals. Read more at the Affiliate Disclaimer. It is So You Want to Start a Brewery The Lagunitas Story by Tony Magnee. It literally released this month. Can't wait to read it! Let us know what you think after you read it.

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