



Index

- AAA, 1
- AB-InBev, 61, 73–74, 125–126
- Advertising
- branding and, 69, 103–104, 126
 - budgets, 103–104, 117
 - mass-market, 184
 - message consistency, 81
 - perception and, 169
 - slogans, 102–103
 - television, 123
- Alaskan Brewing Company, 157–158
- Alaskan Smoked Porter, 157–158
- Alcohol content, 142
- Ales, 56, 66, 142
- Alexander, Dave, 143
- Alliances. *See* Partnerships
- Alt-commerce, 64, 70, 78, 97
- Alternative brands, 55–56
- American Homebrewers Association, 257
- Amish practice, 235
- Anchor Steam, 144
- Anheuser-Busch. *See* AB-InBev
- Apple, 100
- Aprihop beer, 121
- Avedon, Richard, 140
- Bad Hair Day, 167
- Barley, 26, 62, 85, 93, 149, 157–158, 170
- Batty, Bill, 4, 23
- Beer festivals, 51, 77–78, 121, 172
- Beer shampoo, 165–167
- Beers. *See also specific brews*
- aging of, 158
 - alcohol content, 142
 - brewing costs, 208–209
 - crafting of, 76
 - free samples of, 133–135
 - hoppy, 156–157, 161–162
 - IBUs, 156–157
 - niche marketing of, 58–59
 - nutrients in, 166
 - origins of, 93–94
 - pricing, 179
 - types of, 66
 - websites, 109–110
 - West Coast, 142–143
- Belgian ales, 56
- Ben & Jerry's, 148, 265
- Big breweries, 60–62, 79, 125–127, 186
- Black Mountain College, 213–215, 265
- Board of directors, 198–203, 212
- Body on Tap, 166
- The Body Shop, 135
- Boothbay Barley Wine, 136–137, 170
- Boston Beer Company. *See* Sam Adams
- Brain hemispheres, 211
- Brand identity
- advertising, 69, 103–104
 - alliances, 146–147
 - categorization of, 102
 - components of, 84
 - contrast strategy, 132
 - essential elements, 90–91
 - function of, 74
 - local alliances and, 148–149
 - product development and, 57–58
 - via social marketing, 119–120
 - storytelling and, 258
 - time factor, 88
- Brands. *See also* Products
- advertising reliance on, 126
 - distinguishing, 77–81
 - elements of, 74
 - emotional connection to, 81
 - identification with, 16
 - investing in, 87–88
 - knowledge of, 68
 - quality reflected in, 75–77
- Breweries
- alliances, 60–61
 - Internet bashing of, 110–111
 - laws regulating, 14–15
 - rapid expansion of, 55
 - researching, 12–13, 25–27
 - sales tools, 67
 - small systems, 13
 - tap handles, 38
 - types of, 11
- Brewers Association, 112, 145, 188
- Brewing
- art of, 265–267
 - costs of, 208–209
 - equipment, 13, 65, 201–202
 - extreme, 102
 - malt liquors, 85

- partnerships, 111–112
- systems, 12–13
- The Brewmaster's Table* (Oliver), 112
- Brewpubs, 11, 25–26, 58–60, 65–66
- Brickseller, 142
- British brewers, 161–162
- Brooklyn Brewery, 112
- Buddhism, 265–266
- Budgets, 64–65
 - advertising, 103–104, 117
 - employee input to, 241–242
 - innovation, 154
 - marketing, 105
 - sales, 186–187
- Burger King, 98
- Burn rate, 153
- Burns, Kerry, 87
- Bush, August III, 42
- Business plans, 64–65, 218–220
- Businesses. *See* Small businesses
- Cage, John, 213
- Calagione, Mariah, 3–4, 18, 56, 114, 116, 121–122, 195–196, 202–203, 210, 249
- Carnegie, Andrew, 78
- Carver, Raymond, 24
- Cascade hops, 156–157
- Cash flow, 196–198, 206–208
- Chain stores, 61
- Cherry Brew, 9
- Cherry Garcia, 146
- Chicory Stout, 171, 179
- Coca-Cola Company, 163
- Colt, Sam, 153
- Comment cards, 107–108
- Communication
 - with board of directors, 199
 - business plans, 219–220
 - community building and, 229
 - among coworkers, 217–218
 - coworker relations and, 227
 - lack of, 225
 - leader's vision, 220
 - sales and, 182
 - skills, development of, 225–226
 - social media and, 120
 - with vendors, 199
- Continual hopping, 162–163
- Costs
 - brewing, 208–209
 - cutting, 79
 - equipment, 201
 - labor, 231
 - malt liquors, 86–87
 - product role out, 174–175
 - production, 205
- Coworkers. *See also* Sales force
 - accountability of, 223–224
 - budget process and, 241–242
 - cohesiveness among, 215–216
 - communication with, 227
 - contributions of, 231–232
 - cooperation among, 218
 - delegating to, 44, 247–248
 - expectations for, 239
 - hiring of, 235–239
 - ideal, 236–237
 - innovation and, 164
 - prioritizing, 34–35
 - promotion of, 235
 - questionnaire for, 238–239
 - retaining, 235–239
 - treatment of, 212, 231–234, 239–242, 250
 - types of, 247, 249
 - work environment and, 237–238
- Crafty, 83–84
- Cunningham, Merce, 213
- Customers
 - advertising effects on, 81–82
 - capturing, 99–101
 - comment cards, 107–108
 - education of, 182
 - empathy with, 191–193
 - expectations of, 184
 - feedback from, 26
 - innovation and, 159–161, 168
 - key, 113, 183–184
 - knowledge of, 79, 129–130
 - learning from, 69–70
 - loyalty of, 34
 - prioritizing, 34–35
 - respecting, 32–33
 - taste preferences of, 70–72
 - types of, 183
- Darwin, Charles, 160–161
- Davis, Miles, 21, 22, 29
- de Beauvoir, Simone, 24
- Delaware Restaurant Association, 145–146
- Delegation, 44, 244–248, 251–253
- Delta Airlines, 102
- de Tocqueville, Alexis, 78, 253
- Disney, Walt, 153
- Distribution, 37–43, 50–51, 186–187
- Dogfish Head Brewing & Eats
 - artistic aesthetic for, 46–47
 - B.Y.O.L. night, 136–137
 - beer delivery incident, 37–43
 - branding of, 74
 - business plan, 64–65, 219–220
 - challenges at, 4
 - comment cards, 107–108
 - construction of, 16–17
 - dualism at, 169, 170–174
 - esprit de corps at, 215–216
 - financial health of, 204–209
 - food served at, 58–59, 67–68
 - franchises, 150–151
 - future of, 253–256
 - growth of, 265
 - hours spent at, 44–45
 - innovations at, 161–164, 166
 - key customers at, 183–184
 - leadership at, 221
 - legislative challenges, 15
 - local alliances, 148–149
 - location of, 11–12
 - logos, 87–88
 - menu poem, 83–84
 - model for, 213–214
 - motto at, 28
 - personality of, 15–16
 - product selection at, 57–58
 - production–pub separation, 221–222
 - profitability of, 195, 207–210, 224
 - Randall nights at, 141–144
 - redecorating of, 113–114
 - slogan, 103
 - start-up phase, 18–19, 44–45
 - 360-degree experience at, 112–115
 - tours at, 135–136
 - voice of, 91
 - website, 122
- Draper, Tom, 195, 202, 204–205
- Drinking games, 5
- Dualism, 168–178, 210–212
- Dylan, Bob, 100

- Eddie Bauer, 148
 Edison, Thomas, 8
 Education, 11–12, 68–69, 182
 Emerson, Ralph Waldo, 253
 Entrepreneurs
 as artists, 53–54
 faith of, 239
 inmost thoughts of, 5
 inspiration for, 21–22, 213
 reenergizing strategies for, 48–49
 role models for, 27–29
 self-expression by, 45–47
 self-knowledge by, 64
 status quo and, 44
 taking risk by, 6–7, 49, 265–266
 Equipment. *See under* Brewing equipment
 Eufemia, Mike, 165
 Extreme brewing, 102
- Families, 32–35, 233–234
 Fat Tire Ale, 189
 Feedback, 26, 110–111
 Festina Lente, 110, 158
 Finances. *See also* Budgets; Costs; Profits
 aptitude for, 195–196
 balance sheets, 200–202
 board of directors role in, 198–200
 business plans and, 218–219
 cash flow, 196–198
 creativity and, 220
 funding sources, 202–204
 income statements, 200–202
 pricing, 179, 184
 profits, 204–209
 return-on-investments, 204–209
 staff for, 198, 210
 tools for, 196–198, 210
 undercapitalization, 64–65
 Financing, 202–203
 Fitzgerald, F. Scott, 24
 Five Guys, 98
 Ford Explorers, 148
 Ford, Henry, 153, 169
 Franchising, 150–151
 Friedland Distributing, 38, 42
 Friedland, Eddie, 38–39
 Fuller, Buckminster, 213
- Gates, Bill, 80, 210
 Gillespie, Dizzy, 21, 22, 29
 Giveaways, 133–136
 Google, 109
 Grateful Dead, 146
 Great American Beer Festival, 121, 172
 Great Plains Manufacturing software, 210
 Griffith, Doug, 16
 Grossman, Ken, 89
 Gutherie, Woody, 257
- Hair of the Dog, 144
 Hamilton, Charles, 23
 Hawken, Paul, 26
 Health benefits, 194
 Hemingway, Ernest, 24
 Herold Brewery, 111
 Hobbies, 52–54
 Hoppy beers, 156–157, 161–162
 Hops, 142, 156–159, 162–163
 Hugo, Victor, 168
 Hummel beer, 217–218
 Hummel, George, 139
 Hunters and gathers, 187–188
- Iacovelli, Maria, 33–34
 IBM, 217
 IBUs. *See* International bittering units (IBUs)
 Ideas, faith in, 17–18
 Immort Ale, 77, 137, 170–171, 179
 Income statements, 200–202
 Indian pale ale (IPA), 162–164, 177
 Industrial Revolution, 170
 Inn at Canal Square, 113–115
 Innovations. *See also* Killer apps
 Alaskan Brewing Company, 157–159
 budgeting for, 154
 customers and, 159–161, 168
 DogFish Head, 161–164
 dualism in, 168–174
 hop character, 156–159
 Industrial Revolution and, 170
 market niche and, 80
 new Coke, 159–161
 outside influence for, 166–168
 promotion of, 164–166
 risks in, 153–154
 Sierra Nevada, 156–157, 156–159
 small business and, 154–156
 small steps, 161–164
 technological, 180–181
 Intel, 153
 International bittering units (IBUs), 156–157
 International Harvester, 174
 Internet, 109–110, 109–111, 110–111
 IPA. *See* Indian pale ale (IPA)
 Iron Hill, 144
- Jack Daniel's, 146–147
 Jackson, Michael, 106, 115
 Johnson, Lawton, 196, 202
 Jordan, Kim, 188–189
- Killer apps, 153, 156–161, 163
 King Midas, legend of, 172–173
 Kirk, Dick, 14
 Knight, Phil, 80
 Koch, Jim, 89, 130–131, 133, 136
- Labor. *See* Coworkers
 Lagers, 66
 Lake, Ricki, 9–10
 Lambert, Adam, 187
 Lauren, Ralph, 159
 Lawnmower Light, 70
 Leadership
 accountability of, 223–224
 candidates for, 251
 communication by, 217–218, 225–226
 fiscal-creative balance, 220
 importance of, 214
 meetings for, 222–223, 226–227
 mistakes of, 227–229
 planning by, 218–219
 qualities, 247–248
 recognition of, 229
 small-business specific, 217–218
- Learning. *See also* Education; Research
 from customers, 69–70
 from distributors, 50–51
 from mistakes, 227–229, 266
 from outside reading, 26–27
 from role models, 27–29

- Lebesch, Jeff, 188–189
 Levi's, 140
 Lewes, Delaware, 113
 Licensing, 150–151
 Life & Limb, 111
 Lifschits, Ralph. *See* Lauren, Ralph
 Liquor de Malt, 86–87
 Loans. *See* Financing
 Logos, 87–88
 Lupulin Slam, 142
- MADD. *See* Mothers Against Drunk Driving (MADD)
 Malt liquors, 84–87
 Management meetings, 226–227
 Mandel, Joshua, 8–9
 Marketing. *See also* Advertising; Public relations; Social media
 alternative strategies, 55–56
 anti-MADD campaign, 92–96
 audience capture, 99–101
 budgets, 105
 details, consideration of, 106–108
 expanding options for, 122–123
 failures, reversing, 115–117
 grassroots approach, 185–186
 MADD model, 92–96
 online, 109–111, 119
 passion-philosophy integration, 96–97
 preindustrial, 97
 press releases, 89–91, 104
 Sam Adams model, 130–131
 technological breakthroughs, 180–181
 word-of-mouth, 108–109
 zeitgeist of, 100
- Markets, 25–26, 61–62, 98–101
 Mazzeo, Fred, 235
 McCormick, Cyrus, 169–170, 174
 McDonald's, 98
 McGovern, Patrick, 171
 Microbreweries
 collaboration among, 111–112
 competitive advantages of, 60–62
 defined, 11
 earliest, 53, 260–262
 innovation at, 156
 market expansion of, 25
 romance of, 179
 tours of, 135–136
- Midas Touch, 43, 175–177
 Millennium, 101
 Mission statements, 74
 Moody, D. L., 1, 23–24, 28–29
 Morimoto, Masaharu, 112
 Mothers Against Drunk Driving (MADD), 92–96
 Museum of Modern Art (MOMA), 48
 Nacho Mam's Burritos, 8–9
 Namaste, 53, 56–57
 National Collegiate Athletic Association (NCAA), 112
 New Balance, 80
 New Belgium Brewery, 188–189
 New Coke, 159–161, 166, 168
 Nickel, Tom, 143
 Nike, 80
 90 Minute IPA, 106, 163, 175–1767
 Northfield Mt. Hermon School (NMH), 1–6, 23–24, 28
- O'Brien's, 143
 O'Hurley, John, 128
 Ogilvy, David, 127
 Olde School Barley Wine, 101
 Oliver, Garrett, 112
 120 Minute IPA, 142–143, 163
 Organizational chart approach, 98–99
 Owens, Bill, 25
- Pain Relievaz, 53–54
 Palo Santo Marron, 62
 Pangaea, 30–31
 Papazian, Charlie, 257–263
 Parker, Charlie, 21, 22, 29
 Partnerships
 branding and, 146–147
 brewing, 111–112
 dissolving, 206–207
 franchising and, 149–150
 local, 148–149
 mutual promotion by, 144–146
 profitable, 144–146
 publicity events, 141–144
 sales and, 144–146
- Payment collection, 32–33
 Peachtree, 197
 Pepsi, 160
 Personality, 15–16, 31–35, 187–188
 Personnel. *See* Coworkers
 Picasso, Pablo, 128
 Pollock, Jackson, 265
 Prescription Pils, 217
 Press releases, 89–91, 104
 Pricing, 179, 184, 200–203
 Private investments, 203–204
 Products. *See also* Brands
 categories, 180–181
 development of, 57–63, 68–72
 diversity in, 166
 launching, 155–156
 R&L, 218
 role out, 174–175
 sales force commitment to, 189–192
 varieties, 65–66
- Profits, 35, 195, 207–210
 Prohibition, 14
 Public relations, 106, 126–127
 Publicity events
 collaborative, 141–144
 contrast strategy, 132
 creativity in, 152
 Delaware crossing, 138–140
 giveaways at, 133–135
 location of, 135–138
 planning for, 140
 power of, 127–128
 sell sheet at, 136
 stunts *vs.*, 128–129, 132–133
- Quickbooks, 197
 Quicken, 197
- Raison D'Et're, 173, 190, 217
 Rand, Ayn, 24
 Realbeer.com, 112
 Redhook, 179
 Regional Food & Drink (RFD), 142–143
 Rehoboth Beach, Delaware, 11–12, 136, 145
 Reprise Records, 185–186
 Research. *See also* Learning
 brewing systems, 12–13
 brewpubs, 25–27
 markets, 50–51

- Research. *See also* Learning
(*continued*)
product, 49–50
product design and, 218
- RFD. *See* Regional Food & Drink (RFD)
- Richards, M. C., 228
- Risk taking, 6–7, 49, 152–153, 207–209
- Roddick, Anita, 135
- Rogue Brewery, 112
- Role models, 27–29
- Roosevelt, Theodore, 256
- Saint Arnold Brewing Company, 188–189
- Salaries, 194, 231
- Sales
alliances and, 146–148
budget, 186–187
customer-initiated, 182–183
effective tools for, 67
industry support and, 188–189
key customers, 183–184
pricing and, 72, 184
- Sales force
aptitude of, testing, 188
attributes of, 192–194
compensation for, 194
customer empathy and, 191–193
personality types, 187–188
product commitment by, 189–192
- Sam Adams, 179
beer map, 74
branding of, 89
marketing campaign by, 130–131
publicity stunt by, 132–133, 136
strongest beer title, 101
- Samples, 80. *See* Giveaways
- Selders, Bryan, 52, 233–234
- Sell sheets, 136
- Shelter Pale Ale, 171, 179, 209
- Sierra Nevada, 111, 144, 156–159
- Sir Hops Alot, 164
- 60 Minute IPA, 115, 164, 173
- Small businesses. *See also* Entrepreneurs
budgets, 64–65
commerce approach of, 213–214
community building by, 229
consumer knowledge and, 128–130
cultures of, 121
faith in, 17–18
franchising, 150–151
hobbies and, 52–54
inefficiencies in, 80–81
innovation at, 154–156
introspective analysis of, 25
leadership development, 212
licensing, 150–151
local alliances, 148–149
location and, 12
main idea behind, 9–10
management meetings and, 226–227
mercurial aspects of, 216–218
organization of, 232
owners' personality in, 31–35
publicity events by, 128–129
Sisyphean aspects, 37
support for, 17
undercapitalization by, 64–65
ups and downs in, 30–31
web presence, 109
yin-yang factor, 169
- Social marketing, 120–124
- Social media, 119
- Staff. *See* Coworkers
- Starbucks, 64, 82
- Status quo, 44
- Stewart, Martha, 107
- Storytelling, 258
- Stress management, 45
- Success, 5, 32–35, 62–63
- Symposium Ale, 145
- Tap handles, 38
- Tear Yer Arse Lager, 174–175
- Television advertising, 123
- Thoreau, Henry David, 153
- 360-degree experience, 112–115
- Tour De Fat, 189
- Trading-up, 71–72
- Trends, 55–56
- Tweedy, Jeff, 185
- U-Haul, 1
- Uncle Tupelo, 185
- Utopias, 101
- Values, 7–8, 11–12, 249–250
- Vendors, 206–207
- Wagner, Brock, 188–189
- Wal-Mart, 71
- War for Independence, 113
- Warhol, Andy, 46, 47, 53
- Warner Brothers Records, 185–186
- Washington crossing Delaware event, 138–140
- Washington, George, 138
- Welch, Jack, 210
- Wells, Ken, 52
- Wendy's, 98
- West Coast beers, 142–143
- White Castle, 98
- Whiteman, Walt, 253
- Wilco, 185
- Wilson, Woodrow, 28–29
- Witkin, Joel Peter, 176
- Word Beer Cup, 172
- Word-of-mouth marketing, 108–109
- Working vacations, 49–51
- World Wide Stout, 101, 127, 181, 208–209
- Wright Brothers, 164
- Yankee Candle, 100
- Yankee Hotel Foxtrot, 185
- Yards Brewery, 42