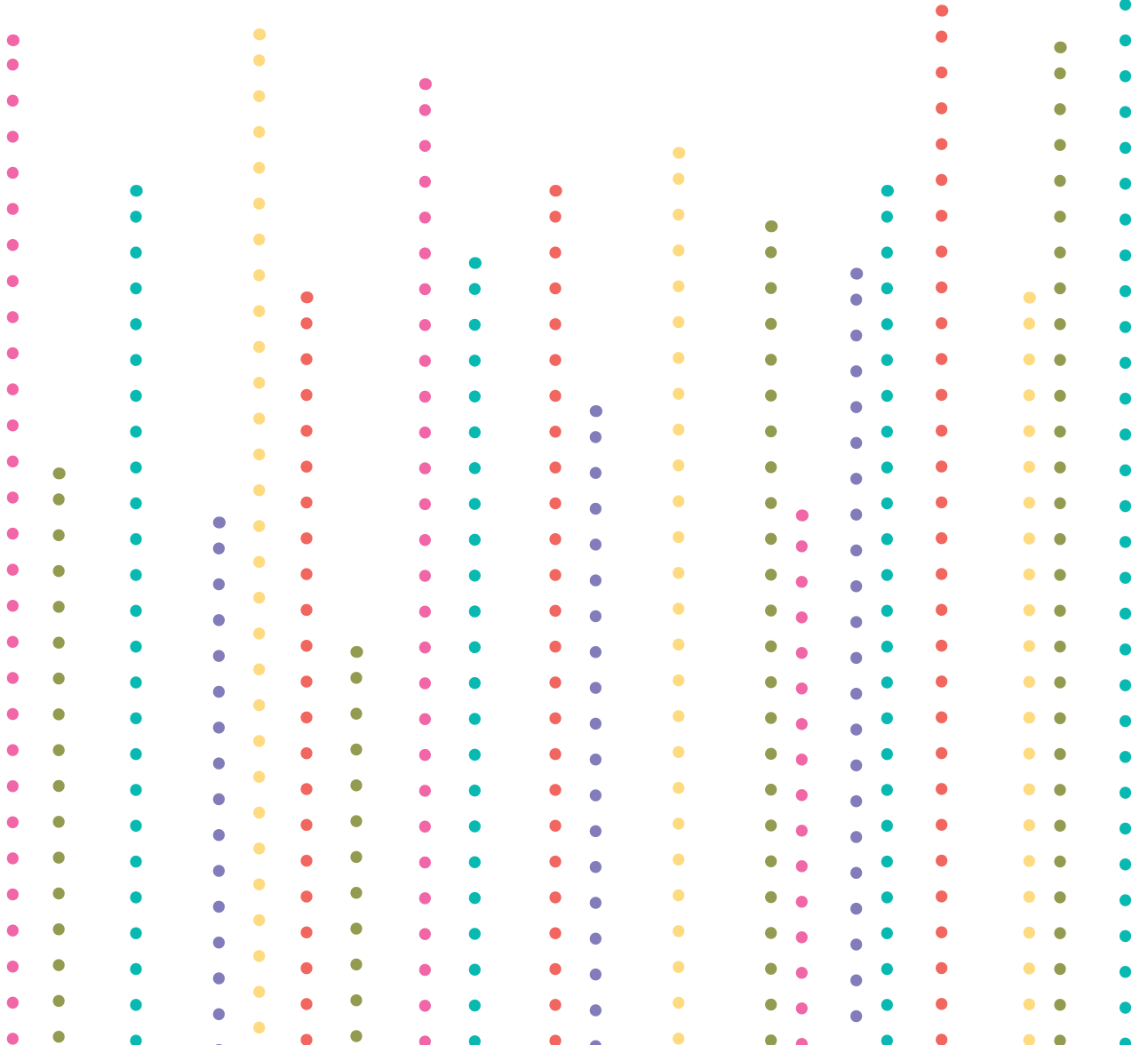


BREWSKI

a case study



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DESIGN BRIEF

Company Background

Brewski is a brand of beer created by 5 Tribes, a company founded by three students at the Art Institute of Portland. The concept of Brewski was born from continual dissatisfaction with current choices in the beer market. A connection to a brewer in Washington allowed 5 Tribes the opportunity to share their concerns with someone who agreed with them. They worked together to develop a few innovative flavors of beer. The current Brewski 'brand' consists of a logo and some marketing collateral. 5 Tribe's biggest success with Brewski to date is their taste testing at Wieden + Kennedy last winter.

Problem

5 Tribes realized that they needed assistance in getting their product to market. They also saw a need for a more focused brand strategy that would provide customers with the brand experience that best represents Brewski. 5 Tribes approached the spring term Entrepreneurship and Advanced Brand Strategy classes as a client and asked for

help. Teams were created in each class and students began working for 5 Tribes. The Entrepreneurship students did not base any of their information on the brands developed by the Advanced Brand Strategy students, and vice versa. This resulted in two separate Brewski projects occurring during the same term. Information from the Entrepreneurship team's business plan has been used to complete this case study. NOTE: The Brewski brand presented in this case study is one of the four possibilities developed in class.

Objectives

Advanced Brand Strategy students are expected to integrate the components of a brand platform, identify and analyze opportunities relevant to the platform, and outline a brand launch. The final presentation will be given to inform 5 Tribes of the possibilities for branding Brewski. Entrepreneurship students are expected to complete a comprehensive business plan with recommendation strategy.



DESIGN BRIEF

Timeline for Advanced Brand Strategy section of project. Information from Entrepreneurship class not available.

Date Due	Deliverables
Apr 10, 2008	<ul style="list-style-type: none">- Consumer needs and insights- Market research and trends- Trend research and insights
Apr 17, 2008	<ul style="list-style-type: none">- Vision statement- Mission statement- Positioning statement- Position concept
Apr 24, 2008	<ul style="list-style-type: none">- Brand personality- Brand archetype
May 22, 2008	<ul style="list-style-type: none">- Brand touchpoints

MANAGEMENT

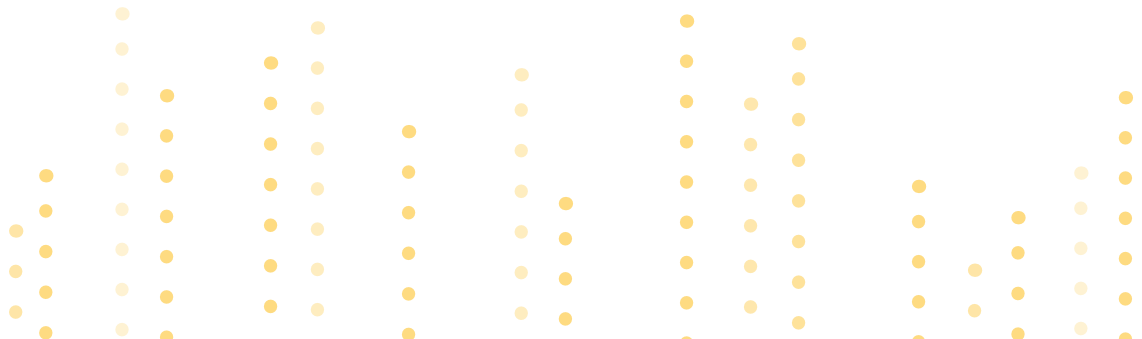
Brewski will be set up as a limited liability corporation (L.L.C). This ensures personal asset protection of all the owners, ease of including future partners, greater flexibility to secure future financing, and ability of current partners to exit the business. Current owners are;

- Greg Cohen
- Davin Dallas
- Ali House

Each owner will be responsible for managing a part of the Brewski business. Currently it is recommended that Greg Cohen manage the booking of events and publicity. Davin Dallas manages the relationship with the brewer and all brewing operations. Ali House is in charge of the backend accounting, coordination between the partners, trademarks, copyrights, and marketing materials. It is currently recommend that salaries not be paid to the owners/ management and instead have any profits be rolled back into the company.

Personnel

Employees will be on a contractual basis for each event. The amount needed will be dependent on the size of the event. Current industry standard is one server per twenty five people in attendance. The Brewski catering plan has been modeled after this standard. All employees must have current OLCC and food handlers' cards. Events will be billed on a per hour basis with a minimum of two hours. Servers will be paid at a flat rate of \$10 hour plus gratuity (if gratuity is given) for up to an eight hour event. If an event lasts more than eight hours, servers will be compensated at \$15 hour per each additional hour after eight. Future staff may include a fulltime event coordinator, in addition to a sales position. These salaries will be determined when this point is reached.

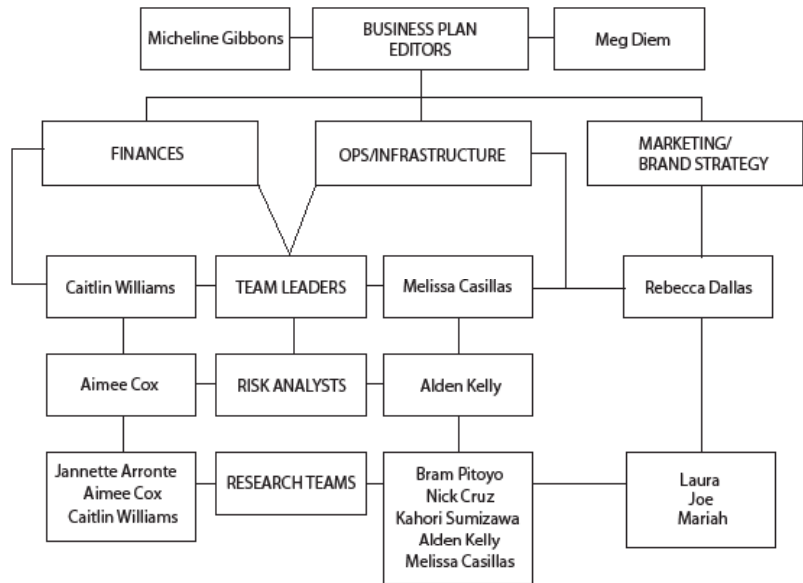


MANAGEMENT

Management Structure

The four students listed below Marketing/ Brand Strategy are the Advanced Brand Strategy group. Each student developed their own Brewski brand and the Entrepreneurship team reviewed ideas to help create their own business structure for Brewski after letting 5 Tribes go as a client.

BREWSKI Team Structure



MANAGEMENT

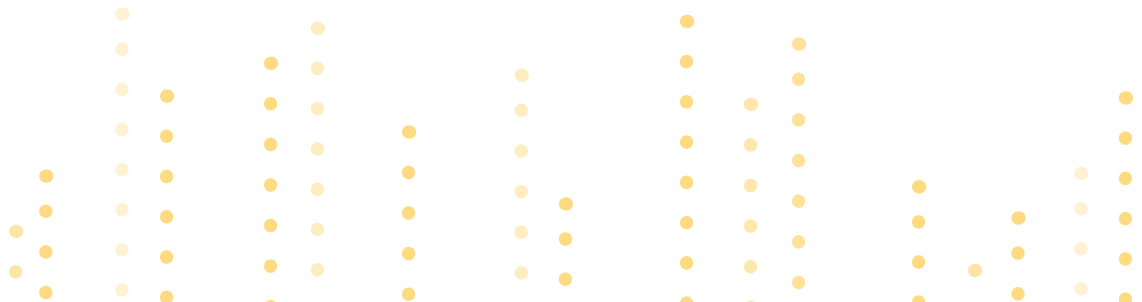
Discrepancies Between Teams

The Entrepreneurship team determined their business plan for Brewski separate from the suggestions of the Advanced Brand Strategy team. This resulted in development of two different business structures that cannot be integrated. Below is the summary of the business structure determined by the Entrepreneurship team.

Brewski intends to craft locally made micro brews in a variety of unique flavors. Initially, the Brewski Brand will function as a catering service, supplying our unique product at private functions. We will also have representation at local events, festivals, and public functions that are appropriate to display and sale of alcoholic beverages. Once established, Brewski intends to expand its operations to be an “on tap” selection at independently owned bars and pubs with the long term goals of opening up our own brew pub and sale of our products in chain grocery

stores. Brewski has already formed a strategic partnership with a local brewer based in Olympia, Washington. We also intend to cultivate future partnerships with local disc jockeys, food caterers, and artists to allow Brewski to tailor its catering style business to meet the needs of perspective clients regardless to the size and type of the event.

The Advanced Brand Strategy student developed a different business structure. The brand platform was designed with a house/pub launch as Brewski’s first entry to market. This coincides with the brand vision and personality. 5 Tribes would hire employees that embody the spirit of Brewski, and run a local pub called the Brewski House.



MANAGEMENT



Ethical Considerations

There is an opportunity to differentiate Brewski by its stances on various ethical issues. For instance, Brewski talked about having its operation be local and community-centered, from cradle to grave (i.e. hop is grown in co-op patch of land, brewed by a local brewer, and sold in arts based events.) While nearly every microbrewery in Portland has a commitment to sustainability and the community, this fact is often not readily apparent or highlighted in their marketing materials. Usually, sustainability and community would be secondary to the product itself. There is an opportunity to become a company that reverse this fact—if anything, for lack of budget (i.e. Brewski may not have enough money to apply for a license, but can become a lifestyle company that just happens to sell beer.)

There were also talks about the company's plan to become a non-profit operation after it achieved some degree of success (i.e. the staffs are not doing it for the money, but rather, for fun, so profits will be donated to

other organizations.) These are facts unique to Brewski, and should be highlighted if the company decides to move in this direction.



BRAND

BRAND PLATFORM

Brand Vision:

The reason and purpose for which the brand exists beyond profit. This is a long term goal that does not change very often and may never be reached.

Brewski communities are created all over the world by people who express their originality and embrace that expression in each other.

Business Category:

The market context in which the brand competes which determines who/what are its competitors. This should be as narrow as possible to define its competitive set, but broad enough to allow it room to grow. It should also be recognized as an existing or logical category.

Craft Beer

Brand Positioning Statement:

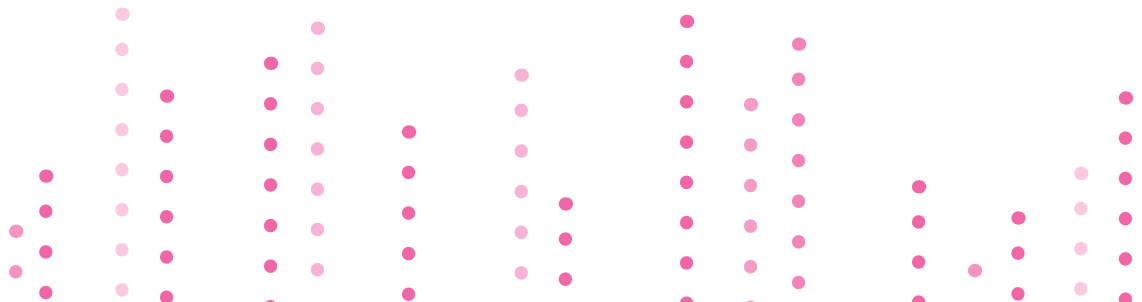
How the brand is relevant and different in the context of its business category.

People identify with Brewski as being not just a beer, but a movement of people actively engaging with each other, expressing and embracing what makes them different and similar at the same time. Brewski creates an authentic sense of belonging between fellow drinkers by fostering comradery through its unconventional view of what community should be.

Brand Position Concept:

One word or phrase that your brand wants to own in the mind of the customer. Should summarize the position statement in a succinct way.

Original beer for original people



BRAND

Brand Promise:

How the customer benefits from the product or service.

You can express your originality through drinking Brewski and have an authentic connection with other Brewski drinkers wherever you are.

Key Messages:

Statements about the brand, supported with tangible and true facts about the company called Reasons to Believe.

Key Message I: Brewski was created by people for people.

Reason to Believe: Founded by three guys from different backgrounds

RTB: Born from the desire for something different in a beer

Key Message II: Brewski is a product of the Northwest

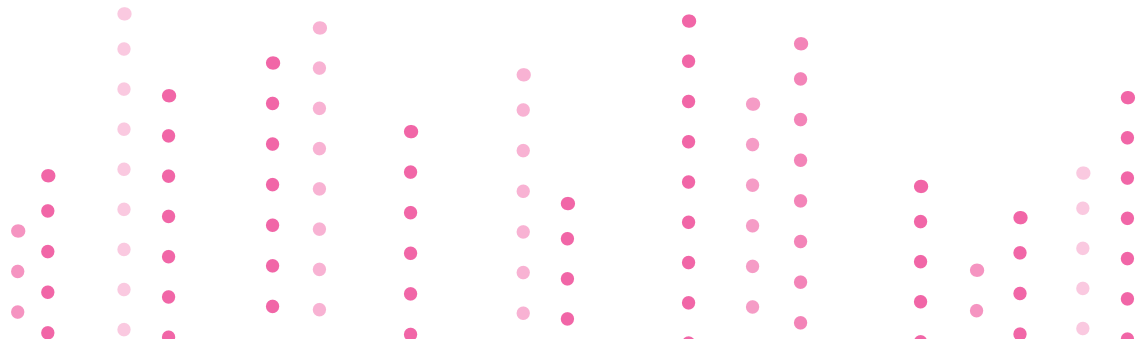
RTB: Brewski uses only Northwest ingredients in their beers

RTB: Brewski is brewed locally in Olympia, Washington

Key Message III: Brewski beer flavors are as varied and intriguing

RTB: Uncommon combinations such as chocolate and chili

RTB: Brewer is constantly experimenting with new blends of ingredients



BRAND



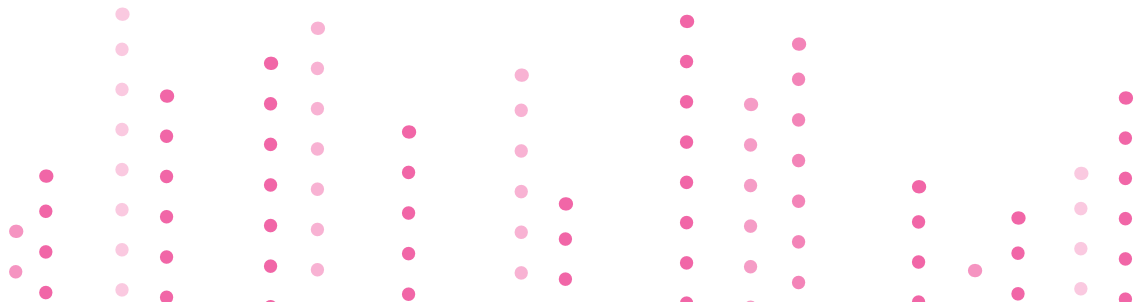
BRAND CHARACTERISTICS

Brand Persona:

The brand's behavioral model which guides the way that everyone should behave in keeping with the brand.

The Creator

- Motto: If you can imagine it, it can be done.
- Core desire: To create things of enduring value.
- Goal: To realize a vision
- Task: To create culture
- Also known as inventor, innovator, musician, writer, or dreamer
- Promotes self-expression and gives customers choices and options



BRAND

Brand Personality:

Tone of voice by which the brand speaks and is known as. These are personality characteristics that directly correlate with the brand's core experiences.

Original:

- one-of-a-kind
- out-of-the-ordinary
- authentic

Imaginative:

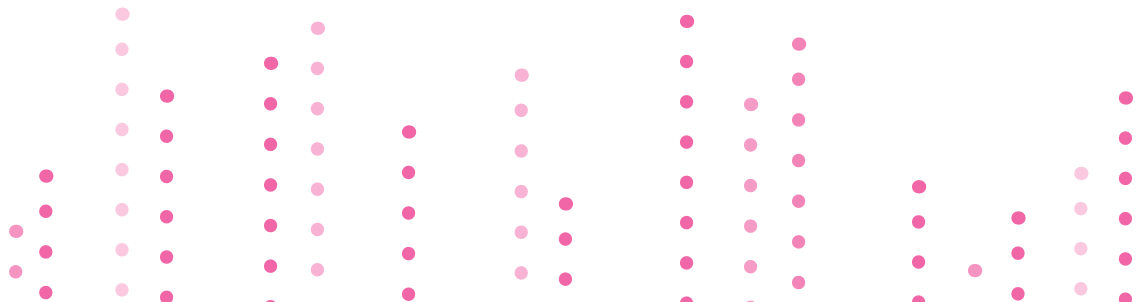
- forward-thinking
- innovative
- visionary
- creative

Sociable:

- approachable
- accessible
- friendly
- warm

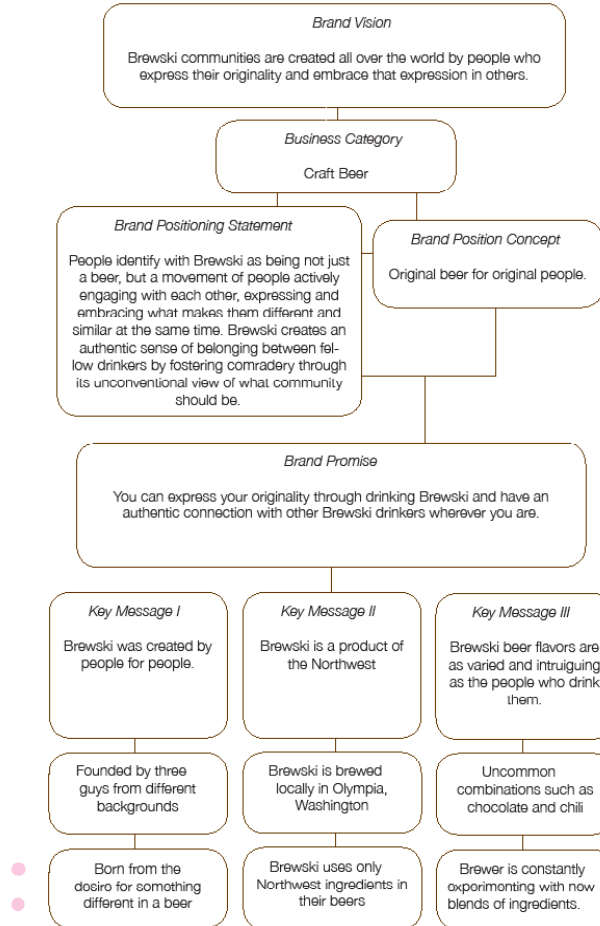
Reliable:

- trustworthy
- dependable
- honest
- integrity



BRAND

BRAND PLATFORM



INTERSTATE CONCERN

In its current plan of operation and business model, as discussed in the Entrepreneurship class (that is, non-manufacturing importer and seller at events) it is imperative that Brewski first acquire a Certificate of Approval (CERA.) This license will allow any out-of-state manufacturer to import its beer and malt beverage products to Oregon. Currently, Brewski operates without one, and therefore must cease all import operation until it acquires a license.

Note that CERA only covers the act of importing into the state, not the actual sale and/or wholesale operation to other Oregon liquor license holders.

CERA cost \$175 to apply, is valid for 5 years, and its term always ends on December 31. As part of the agreement, Brewski must agree to either:

- Report its monthly sales to all Oregon wholesalers through OLCC, if it is acting as its own wholesaler, or
- Enter into a Territorial Agreement

with only one local wholesaler in a designated territory if it uses its service.

- This agreement serves to protect the highly fragmented but thriving beer and malt beverage industries in Oregon.

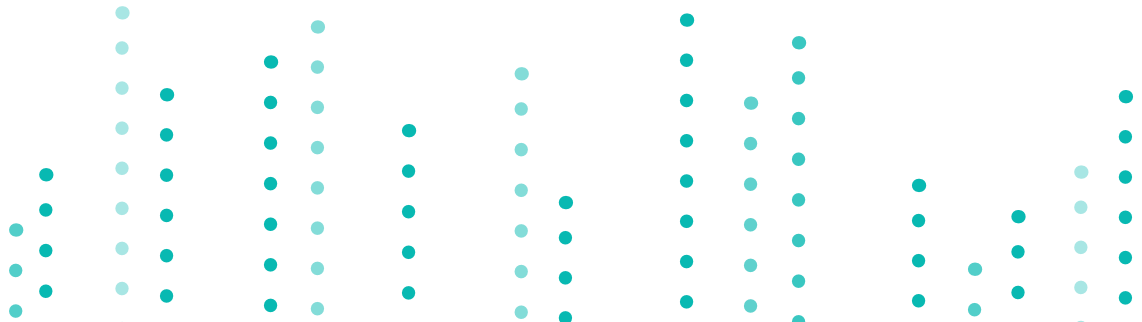
- Record keeping on commercial sales

Regardless of Brewski's decision regarding Territorial Agreement, it must maintain a record of every process, from manufacturing, importing to sales, so the OLCC can determine privilege tax appropriately. The record must contain:

- Source of purchase and dates received
- Brand/kinds of product and container size
- Dollar amount, whether the purchase was made with cash or credit
- Alcohol level

In addition to this, Brewski must produce a record of physical inventory three times a year, on the last day of February, June and October.

Because Brewski manufactures outside of



LEGAL

Oregon, it must also keep an itemization of all advertising and promotional items. Records must be kept for 2 years and be available for inspection within 4 days of notice.

INTELLECTUAL PROPERTY

Brewski holds the copyright/ trademark to its logo, tag lines, and marketing material. Brewski also needs to secure the copyright to all beer recipes, reason why is detailed below.

Patent

Currently, Brewski operates as an importer/wholesaler and buys its products directly from a brewer in Olympia, WA, and thus does not have a patent over its product recipes. There have been talks about relying on sales of merchandise and lifestyle goods, especially because Brewski may not possess enough money to apply for licenses and certificates. However, if it wants to sell malt beverage to 'make a living,' the application for patent for recipe is strongly advised to not only ensure consist-

tent product, but also avoid dispute with the brewer on the event that the individual decides to break off ties with the company.

Contract

In the event that a patent becomes too expensive, and regardless of its application, Brewski must enter into a formal contract with the brewer, agreeing to some forms of:

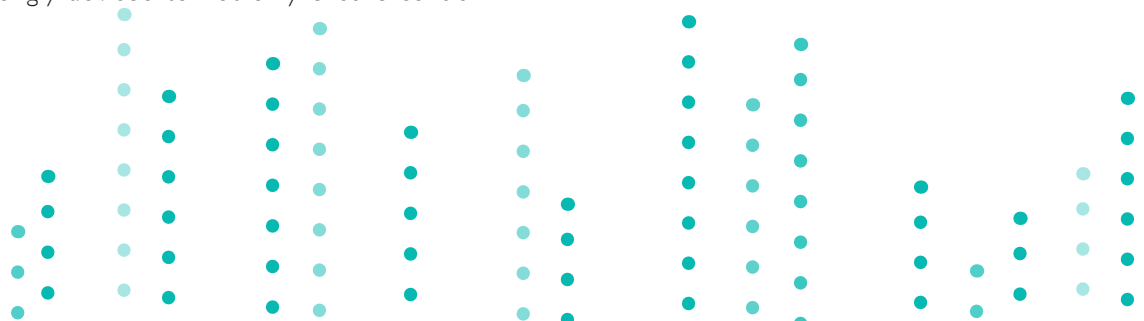
Exclusivity of sales (i.e. no other companies may buy the recipe from the brewer)

Terms of operation, with clearly labeled kill date (i.e. at what conditions or point in the business will the contract still be binding?)

Exception (i.e. can Brewski or the brewer enter into partnership with other parties to manufacture or produce other kinds of malt beverage? If so, to what extent?)

INSURANCE/ LICENSES

To actually have the ability to sell its products, Brewski will need to acquire a license. Generally, all licenses will need to be re-



LEGAL

newed annually on one of the 4 dates in a calendar year: March, June and December 31, or September 30, depending on the dates that are closest to application.

The executive team must meet to decide the best license to apply for, given the business' current and projected financial situations. The following points will describe the kinds of licenses that Brewski can apply for, as well as their coverage and limitations.

A Brewery–Public House license (BP) will allow Brewski to manufacture and sell its beer and malt beverage products both to wholesalers and public-at-large, on and off the premise, using glass and kegs as delivery vehicles, respectively—assuming that it has a designated place in Oregon that can serve as its Brewery. The Brewery–Public House license cost \$250.

A Brewery license (BRW/BRWNC) will allow Brewski to not only manufacture and sell, but also store, transport and import its products in and to Oregon. This means that acquiring the BRW/BRWNC license eliminates the need to apply for

CERA. Its selling terms are similar to BP license. The Brewery license cost \$500.

Both the Brewery–Public House and Brewery License are designed for breweries that want the ability to manufacture alcoholic beverages, and relies on keg, wholesale and distribution sales (instead of sales by-the-glass) as their main income sources.

A Full On-Premise Sales license (F) will allow Brewski to not only sell, but also serve its products on the premise over glass. This license does not allow manufacturing, but does allow the on-site service of not only beer and malt beverage, but also wine, cider and hard liquor products. The Full On Premise Sales license cost \$400.

A Limited Premise Sales license (L) will allow Brewski to do everything that the Full On Premise does and gives it the ability to sell its products off-premise using kegs. However, this license does not include the provision to serve hard liquor products. The Limited Premise Sales license cost \$200.

Both the Full On and Limited Premise Sales license are designed for restaurants,



LEGAL

bars, pubs, and eating establishments that do not have the capability to manufacture alcoholic beverages, but want to sell them and rely on the ability to serve alcohol on site as their main income source.

An Off Premise Sales license (O) will allow Brewski to sell its products for any off-premise consumption (i.e. beer aisles in a grocery store.) Though this license gives the ability to conduct sample tasting, it will require Brewski to supply products in factory sealed containers. The Off Premise Sales license cost \$100.

This license is designated for use by alcoholic beverage manufacturers who have no on-site manufacturing facility, yet want to sell their product primarily in retail channel.

A Temporary Sales Licensing (TSL) will allow Brewski to sell and serve its products for consumption in an event, but is only valid for the period of one day. This license cost \$50 per event per day.

While the TSL may be severely limiting in its scope, it is advised that Brewski first start out with applying for this license—in light of its current financial

condition—so the company can grow as fast or slow as it need and want to be.

Temporary Sales Licensing (TSL)

A Temporary Sales Licensing is required for any event serving alcoholic beverage that require any sort of payment or donation in exchange of beverage service. A license is not required for events requiring no payment or purchase (i.e. house party where alcoholic beverage will be freely provided.)

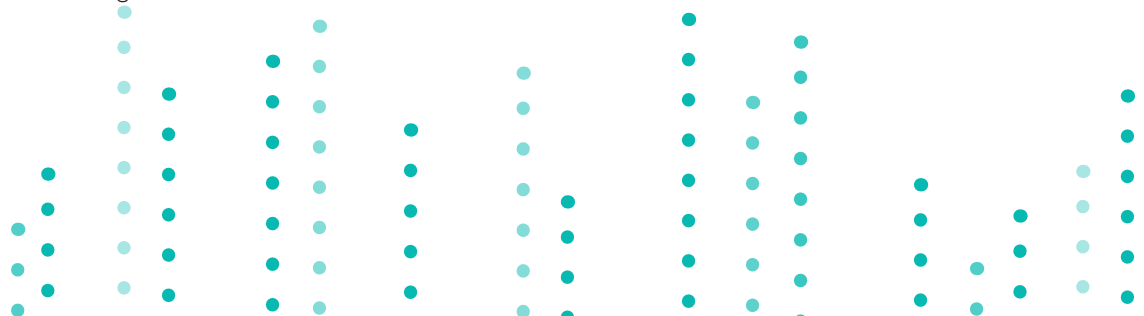
Note that the act of gifting any alcoholic beverage (except for wine) as a raffle prize is illegal.

A floor plan of the venue must be laid out and submitted with the TSL application. Any alcohol serving area therein must be clearly defined and identified.

Alcohol beverages may be served in a container no larger than 16 oz., and tasting in a container no larger than 3 oz.

Event attendees may buy no more than two glasses of beverage at a time.

Food must be available for serving or



LEGAL

buying at all times during the event. Food must comprise of a minimum of two different substantial snacks or appetizers. With this in mind, items like chips, crackers, nuts and popcorns do not qualify.

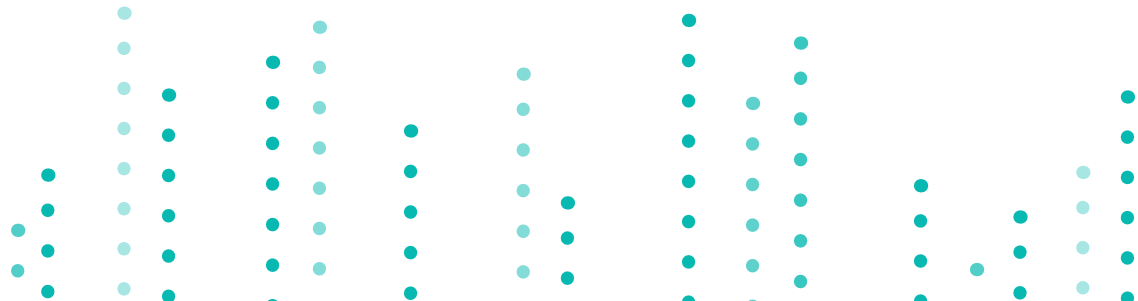
Also, remember that the larger the event is, the earlier the submitting time. This may apply in the long term. For a large event with over 500 people attending, for instance, submit a form a month before it takes place.

Applying For TSL

Contact the county's OLCC office before filling out to get information on details that may be specific to the event and is not covered in this document.

Get a "local governing body" to sign the form after filling out. Local governing body means anybody who has ownership, responsibility or jurisdiction over the venue. This can be the venue's manager, owner, or local police office. There needs to be someone that is approving and responsible for the event besides Brewski or the event organizer.

Plan to submit these forms on a minimum of 10 days before the event take place, to allow for OLCC processing time. The rule says that it is possible to submit up to a week before, but it is best to not push this limit.



MARKETING

SWOTT Analysis:

An evaluation of the company in its current state.

Strengths:

- exotic flavors of beer
- dedicated founders
- fills a niche in the market
- name is synonymous with beer

Weaknesses:

- new company
- inexperienced owners
- no start up capital
- brand/product created before concept
- name is synonymous with beer

Opportunities:

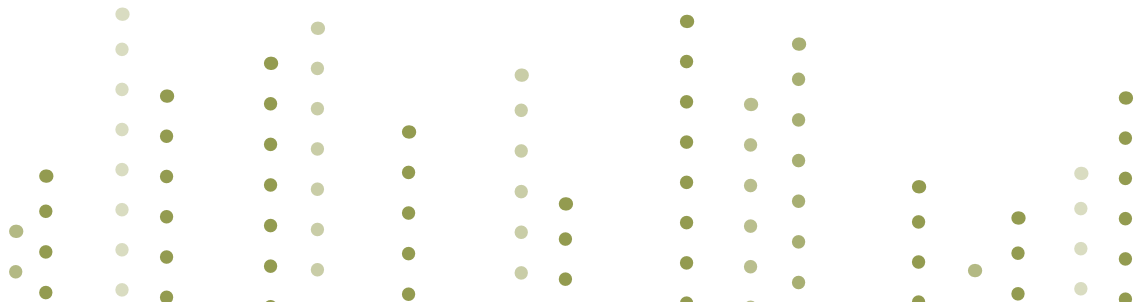
- events
- organic buzz
- art and music scenes
- local brew roots

Threats:

- many competitors
- cost to compete
- lack of cohesive vision
- no current organizational structure

Trends:

- specialty beers
- organic
- home-brewed
- sustainable business practices



MARKETING

PRODUCT/SERVICE

Primarily, Brewski is a beer catering company. Brewski services will be broken down into three areas; Community Events, Private Events, and Individual Purchase.

Community Events

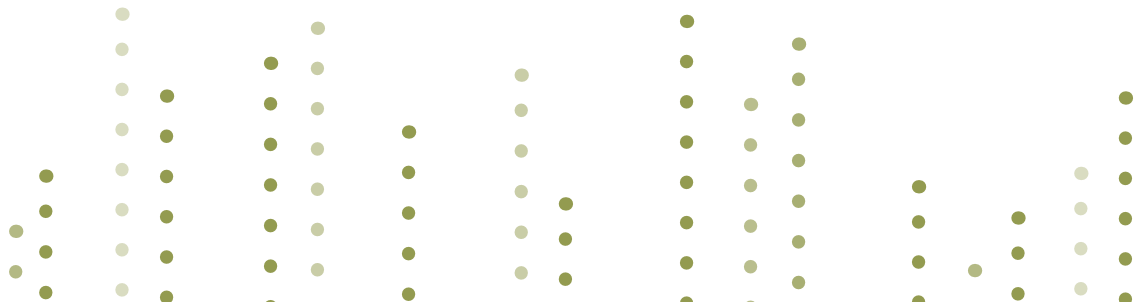
With Oregon having more breweries and brewpubs per capita than any other city in the United States, it is no wonder that there are numerous festivals throughout the year where beer enthusiasts can come together and taste innovative brews from both well-known and small breweries in one place. In the best interest of Brewski, we have narrowed down the list of festivals to those that best match its marketing strategies. This includes (for now) participating only in festivals in the Portland area, such as:

The Oregon Brewers Festival, held downtown at Tom McCall Waterfront Park July 24-27, is one of the largest beer festivals in the country. The 2007 festival brought in 60,500 people. It is a non-judging event, designed for public tastings of innovative beer styles.

The Spring Beer and Wine Fest, held at the Oregon Convention Center March 21-22, is a both a competition and an exhibit of local crafts, restaurants, and live entertainment. The 2007 festival had 8-10,000 attendees.

The North American Organic Brewers Festival is held in Portland's Overlook Park, June 27-29. Presented by Roots Brewery, this festival is by far the most important for Brewski to participate in. With Roots being a direct competitor in the category, Brewski will likely benefit by attracting Roots' demographic, which is similar to their own. Being present at an organic festival positions Brewski firmly in the category and creates much needed brand recognition.

The Holiday Ale Festival, held in Pioneer Courthouse Square November 29- December 2, is the only beer festival in the Northwest to be held outdoors in the dark, cold and wet month of December. This event is a good opportunity to keep Brewski's momentum going throughout the year and not just during the Spring and Sum-



MARKETING

mer months, in addition to creating brand recognition in the epicenter of Portland.

In addition to festivals, we feel it would be beneficial for Brewski to participate in First and Last Thursdays in the Pearl and Alberta Arts District. Partnering up with a gallery gives Brewski a chance to introduce themselves to the arts community that falls within its target market while promoting its own creative product.

Private Events:

Private events will be planned on 25 person increments. The template for private events consists of 2 drinks per person each 2 hours. Events are billed at a minimum of 2 hours. One beertender per 25 people (up to 4 beertenders) is included in event pricing. Additional beertenders can be negotiated at extra expense. Three beer selections are planned to be available at each event. A greater or lesser selection (based on availability) can be planned for during booking of each event. Basic event rates are include Brewski products, beer serv-

ing staff and point of sale/ service. If food needs to be planned for as well, Brewski will contract food catering service out to one of its strategic partners. The current market rate for this service is \$10-\$15 per person for sandwiches and up to \$35 per person for full dinner service. Tables, chairs, flat and dinnerware are also available to rent as needed. Music services are also available (prices based on length of event) through partnerships with local area DJ's. Events should be booked a month in advance to give Brewski's brewer enough lead time to ensure enough beer is on hand for booked events. Flavor offerings is based on season, production availability and is subject to change without notice. Initial coordination for event planning is done through Brewski's website at www.brewski.com A sales representative will follow up within 24 hours after an initial inquiry is made. Brewski will maintain enough product on hand to cater to 3 50 person events. Each event is assumed to have 3 flavors on hand. This requires 3 quarter barrels per event for a total of 9 to be maintained. Brewski will provide 3 different



MARKETING

size kegs to accommodate customer needs.

Individual Purchase:

Brewski will have kegs available for individual purchase based on availability. If customers wish to ensure an order, the same lead time that is given for private events should be used. Orders can be placed on www.brewski.com As with private events, a sales rep will return phone calls within 24 hours. It should be noted that although individual sales will be done, they will not be done at the expense of any planned event. Private events take priority.



ACCOUNTING

Pro Forma Cash Flow Statement Explained

Each category is broken down in detail on the Breakdown Sheet. Each category was added up and then divided by 12 in order to develop a monthly amount. Sales, salaries, and entry fees are dependent on the number of events and calculated based on that. The statement is separated into sections by months and for each month the outgoing cash is subtracted from the incoming cash to get the cash on hand for each month. The end of year total is the profit made.

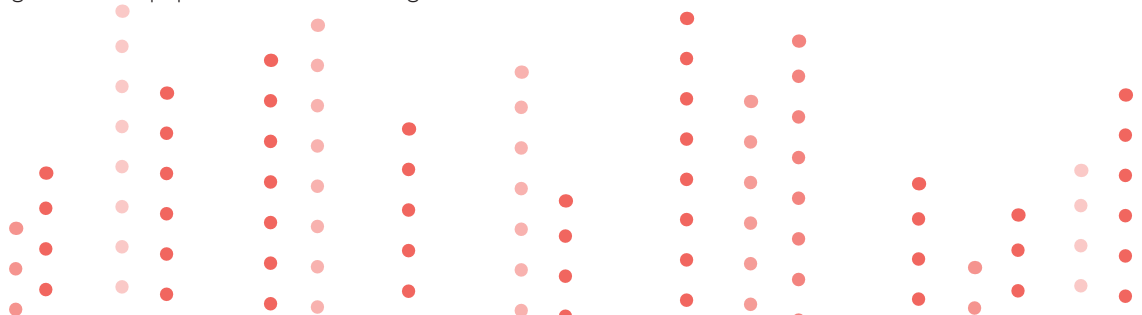
Pro Forma Break Even Analysis Explained

Inventory is estimated and only includes beer that will be kept on hand. Raw materials are not applicable because the raw materials belong to the brewer, not to Brewski. Salaries, supplies, advertising, accounting and legal, entry fees, insurance, and taxes and licensing were taken from the Breakdown Sheet. Supplies include the categories of equipment and cost of goods

from the Breakdown Sheet. The total variable costs (inventory) subtracted from the fixed costs equals the breakeven sales level. In other words, that is how much money Brewski would need to receive in order to break even, not to make a profit. The first column is calculated if Brewski participates in two events per month and the second column is for four events per month.

Pro Forma Balance Sheet Explained

The total start up cost is \$24,410/12 months = \$2,034, which is what Brewski needs to make per month. $\$2,034/\3.75 per cup of beer = 542 cups of beer per month. Current assets include cash, which is the total profit from the Pro Forma Cash Flow Statement. There are no accounts receivable because no one owes Brewski money. The inventory (beer kept on hand) is still \$2,400. Fixed assets include equipment that could be sold for a profit. There is no depreciation calculated because it is assumed that the equipment is new and has not yet had time to depreciate. Liabilities are the total



ACCOUNTING

start up costs. There are no accounts payable because Brewski does not owe anyone money. Owner's equity includes the capital that each of the owners has invested in the company, which at the current time is none. The total liabilities subtracted from the total assets equals the owner's equity. It could also be said that owner's equity added to liabilities equals assets. The first column is calculated if Brewski participates in two events per month and the second column is calculated for four events per month.

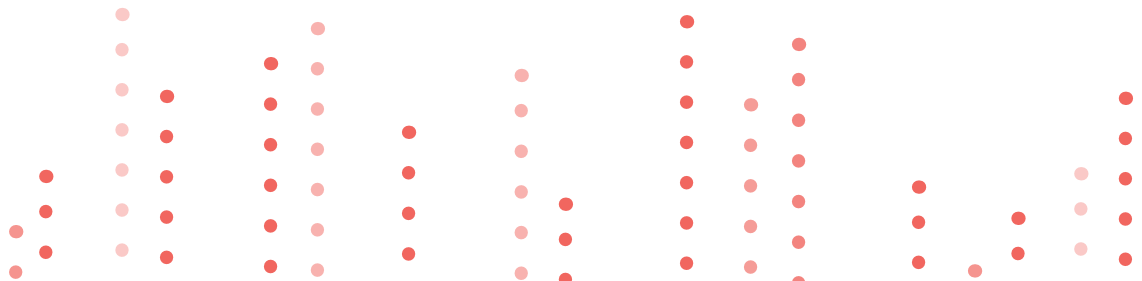
Recommendations

Some numbers were calculated based on research, knowledge of the industry, or hypothetical situation rather than fact. Numbers can be substituted and recalculated as necessary and if nothing else, these forms can be used as a template for future financial calculations. Along with these forms, we would recommend that each of the founders complete a personal financial statement so that they have a better understanding of what they can financially contribute to the company. We also recommend that

Brewski start to keep organized records of all financial activities including receipts, sales, purchases, travel expenses, and any other financial goings-on that are connected to Brewski. It is especially important to do this the first year because this is what future financial planning will be based on.

Return on Investment

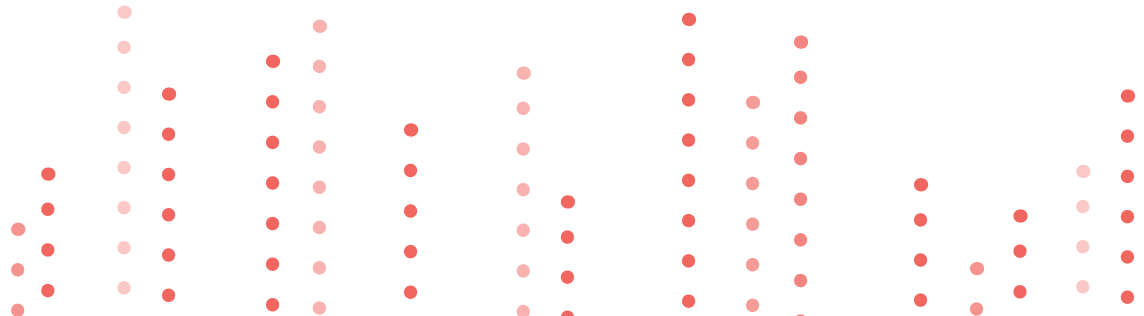
After the company is formed and laws and licensing are out of the way, you can begin to think about profit. The difference between profit and ROI in our financial plan is the return is invested back into the company for at least the next two years. They must maintain a least 40% balance in Owners Equity to liabilities for a start up like this to receive a loan. After two years, Brewski will find itself in production and distribution in season and regular shipments, or sold online for private and community events. At that point, a reassessment of the market and ambitions would determine a return on investment for that period.



ACCOUNTING

PRO FORMA BREAK EVEN ANALYSIS

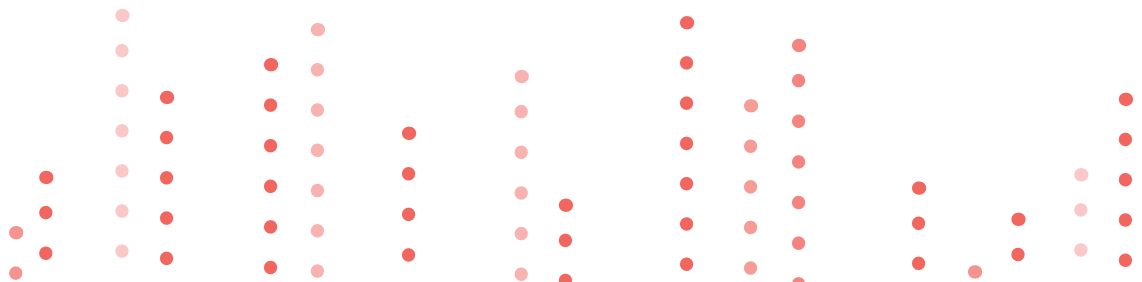
Cost Description	1 year (2 events/month)	1 year (4 events/month)
Variable Costs		
Inventory	2,400.00	2,400.00
Raw Materials	-	-
Fixed Cost		
Salaries	3,040.00	6,016.00
Supplies	10,380.00	18,360.00
Advertising	3,600.00	7,200.00
Accounting and Legal	2,400.00	2,400.00
Entry Fees	2,980.00	5,960.00
Insurance	600.00	600.00
Taxes/License	1,410.00	1,410.00
Total Fixed Cost	24,410.00	41,946.00
Total Variable Cost	2,400.00	2,400.00
Breakeven Sales Level	22,010.00	39,546.00
*We are unsure about the Variable cost.... And why that number was chosen		



ACCOUNTING

PRO FORMA BALANCE SHEET

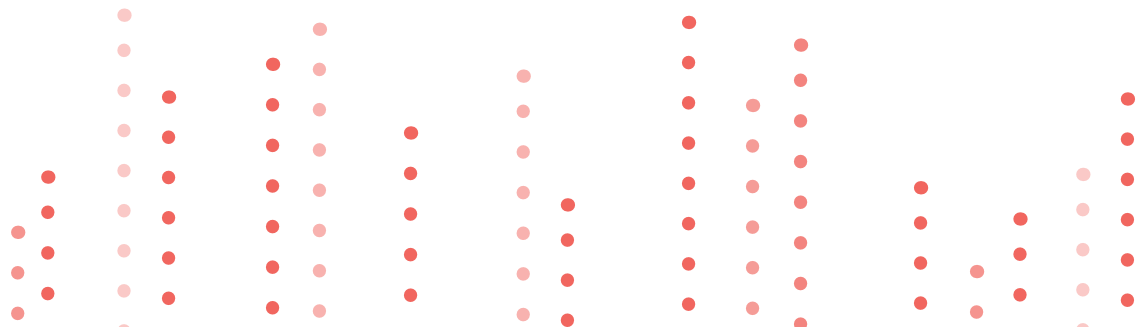
	2 Events/month	4 Events/month
	1 year	1 year
Assets		
Current Assets		
Cash	\$26,422.00	\$52,844.00
Accounts receivable	-	-
Inventory	\$2,400.00	\$2,400.00
Total Current Assets	\$28,822.00	\$56,244.00
Fixed Assets		
Equipment/Furniture	\$1,780.00	\$1,780.00
Loss Depreciation	-	-
Total	\$1,780.00	\$1,780.00
Other Assets	-	-
Total Assets	\$30,602.00	\$57,024.00
Liabilites		
Liabilites		
Current liabilities	\$24,410.00	\$42,090.00
Accounts payable	-	-
Total	\$24,410.00	\$42,090.00
Owners Equity		
Greg	-	-
Ali	-	-
Davin	-	-
Retained Earnings	\$6,192.00	\$14,934.00
Total	\$6,192.00	\$14,934.00
Total Liabilities	\$30,602.00	\$57,024.00



ACCOUNTING

PRO FORMA CASH FLOW STATEMENT

2 Events a Month												
	Jan	Feb	Mar	Apr	May	*Jun	Jul	Aug	Sept	*Oct	Nov	Dec
Sales	2,034.00	2,034.00	2,034.00	2,034.00	2,034.00	3,051.00	2,034.00	2,034.00	2,034.00	3,051.00	2,034.00	2,034.00
Equipment	(200.00)	(200.00)	(200.00)	(200.00)	(200.00)	(200.00)	(200.00)	(200.00)	(200.00)	(200.00)	(200.00)	(200.00)
Cost of Goods	(665.00)	(665.00)	(665.00)	(665.00)	(665.00)	(665.00)	(665.00)	(665.00)	(665.00)	(665.00)	(665.00)	(665.00)
Salaries	(240.00)	(240.00)	(240.00)	(240.00)	(240.00)	(240.00)	(240.00)	(240.00)	(240.00)	(240.00)	(240.00)	(240.00)
Event Entry	(200.00)	(200.00)	(200.00)	(200.00)	(200.00)	(100.00)	(680.00)	(200.00)	(200.00)	(100.00)	(200.00)	(200.00)
Advertising	(500.00)	(200.00)	(200.00)	(500.00)	(200.00)	(200.00)	(500.00)	(200.00)	(200.00)	(500.00)	(200.00)	(200.00)
Insurance	(50.00)	(50.00)	(50.00)	(50.00)	(50.00)	(50.00)	(50.00)	(50.00)	(50.00)	(50.00)	(50.00)	(50.00)
Tax/Licencing	(117.50)	(117.50)	(117.50)	(117.50)	(117.50)	(117.50)	(117.50)	(117.50)	(117.50)	(117.50)	(117.50)	(117.50)
Fixed Cost	(200.00)	(200.00)	(200.00)	(200.00)	(200.00)	(200.00)	(200.00)	(200.00)	(200.00)	(200.00)	(200.00)	(200.00)
Cash on Hand	-138.50	161.50	161.50	-438.50	161.50	1,198.50	-618.50	161.50	161.50	898.50	161.50	161.50
End of year total	2,032.00											
Start up cost	-24,410.00											
4 Events a Month												
	Jan	Feb	Mar	Apr	May	*Jun	Jul	Aug	Sept	*Oct	Nov	Dec
Sales	4,068.00	4,068.00	4,068.00	4,068.00	4,068.00	6,102.00	4,068.00	4,068.00	4,068.00	6,102.00	4,068.00	4,068.00
Equipment	(200.00)	(200.00)	(200.00)	(200.00)	(200.00)	(200.00)	(200.00)	(200.00)	(200.00)	(200.00)	(200.00)	(200.00)
Cost of Goods	(1,330.00)	(1,330.00)	(1,330.00)	(1,330.00)	(1,330.00)	(1,330.00)	(1,330.00)	(1,330.00)	(1,330.00)	(1,330.00)	(1,330.00)	(1,330.00)
Salaries	(480.00)	(480.00)	(480.00)	(480.00)	(480.00)	(680.00)	(480.00)	(480.00)	(480.00)	(680.00)	(480.00)	(480.00)
Event Entry	(400.00)	(400.00)	(400.00)	(1,000.00)	(400.00)	(200.00)	(1,360.00)	(400.00)	(400.00)	(200.00)	(400.00)	(400.00)
Advertising	(1,000.00)	(400.00)	(400.00)	(1,000.00)	(400.00)	(400.00)	(1,000.00)	(400.00)	(400.00)	(1,000.00)	(400.00)	(400.00)
Insurance	(50.00)	(50.00)	(50.00)	(50.00)	(50.00)	(50.00)	(50.00)	(50.00)	(50.00)	(50.00)	(50.00)	(50.00)
Tax/Licencing	(117.50)	(117.50)	(117.50)	(117.50)	(117.50)	(117.50)	(117.50)	(117.50)	(117.50)	(117.50)	(117.50)	(117.50)
Fixed Cost	(200.00)	(200.00)	(200.00)	(200.00)	(200.00)	(200.00)	(200.00)	(200.00)	(200.00)	(200.00)	(200.00)	(200.00)
Cash on Hand	290.50	890.50	890.50	-309.50	890.50	2,924.50	-689.50	890.50	890.50	2,324.50	890.50	890.50
End of year total	10,794.00											
Start up cost	-42,090.00											



CONCLUSION

Entrepreneurship Team

The structure of the Brewski project was unconventional and inefficient in producing deliverables for the client. This statement was made by an Entrepreneurship team leader at the end of the term: "By week five we realized we were experiencing a disconnection in the project. The clients weaknesses discovered very early on were just enough motivation. The most efficient and professional way to create a recommendation strategy was to distance ourselves from the client. By week five... we had cut ties completely with the client to respect Brewski as an independent entity and plan its future in the community." The Entrepreneurship team stopped consulting with 5 Tribes and completed their own business plan by the end of the term that fulfilled course requirements.

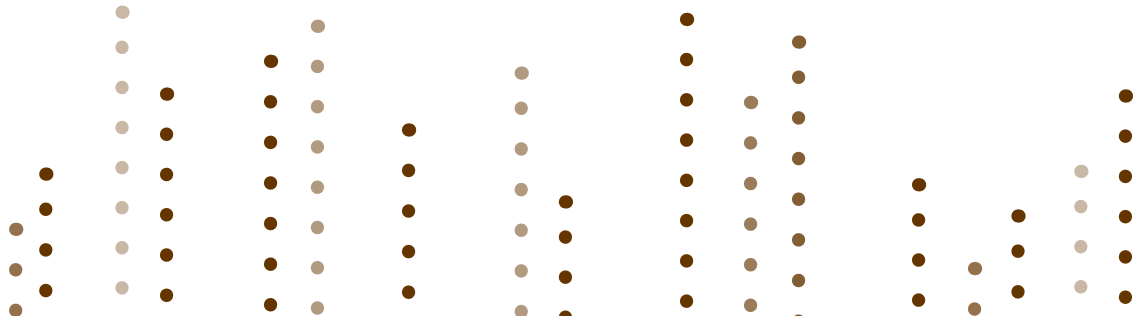
Advanced Brand Strategy Team

The deliverables from members of the Advanced Brand Strategy class were tailored to fit their own personal interpretation of the Brewski brand. After group discus-

sions, each student in the team developed a brand platform and planned a touchpoint launch for Brewski individually. From the beginning, they were given the freedom to deviate from the original direction that 5 Tribes was headed with Brewski. Therefore, these students partially assisted the 5 Tribes members in developing the Brewski brand, but mainly focused on mastering and applying brand strategy concepts. At the end of the term, 5 Tribes had four different Brewski brands to pick and choose from.

Management Assessment

Developing a brand for Brewski in the Advanced Brand Strategy group was an interesting experience. Each week the students were given an hour or so to discuss their homework and ideas for branding Brewski. Group time was beneficial for all involved because it allowed members to bounce ideas off one another, receive relevant critiques from peers, and removed team management issues from the equation. Students completed individual projects



CONCLUSION

that they had worked on for ten weeks. At the end of the term, the structure of the project was preferred by all involved students as their favorite learning environment.

