



# THE ULTIMATE BREWERY IN PLANNING GUIDE

**HOW TO BUILD A  
PROFITABLE TAPROOM**



est. 2016



arrayed.com

Dear Budding Brewery Owner,

Do you remember the first beer that gave you that “wow” moment? The Lager that put Coors to shame, the IPA that rocked your tastebuds (and your bloodstream), or the Sour that made you question if you even knew what beer really was?

We’re guessing the answer is a resounding YES, and that exact pour sparked the journey you’re embarking on now. Opening a brewery requires passion, patience, and a lot of hard work, but it’s well worth it when you can give someone else their “wow.”

Unlike any other industry in the world, craft beverage is one of high collaboration and friendly competition. No one in craft wishes to see another fail, and everyone seeks inspiration from their neighbors. Brewers produce the most mouthwatering of offerings all in the spirit of community, creativity, and fun.

We know, because we live, breathe, and love craft beer.

Like many great ideas, Arrayed was born in a taproom. Our team has devoted the past 6 years to talking shop in breweries across the country, hiring experts from all parts of the industry, and catering our product to best support the craft businesses that we spend our nights and weekends enjoying.

In the true spirit of craft, we want to share our breadth of knowledge with you. **The following is a comprehensive guide full of communities you should join, publications you should digest, and advice that we’ve collected over the years from people just like you and those you aspire to be.**

A rising tide lifts all boats. Hop aboard!



720-441-4863

[sales@arrayed.com](mailto:sales@arrayed.com)

# TABLE OF CONTENTS

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- Find, Build, & Sustain Community ..... 4**
  - Membership Organizations ..... 5
  - Online Forums ..... 6
  - Resources To Manage Your People ..... 7
  - Resources To Manage Your Business..... 9
- Best Beer Publications .....15**
  - Podcasts.....16
  - Online Reading.....18
  - Books .....19
- Operational Advice In The Taproom ..... 20**
  - Service Models .....21
  - Tip Models .....22
  - Beverage Menu Curation.....23
  - Data Matters.....24
  - Loyalty Programs.....25
  - Tech Stack.....26
- Ready, Set, Pour!.....28**
  - Ultimate Brewery In Planning Checklist .....29

# FIND, BUILD, & SUSTAIN COMMUNITY





# MEMBERSHIP ORGANIZATIONS

Stay informed on all happenings in the brewing industry, participate in educational opportunities, and build relationships with a like-minded community.



## Beer is for Everyone

Beer is for Everyone is a grassroots project aimed at building and fostering diverse bodies, spaces, and voices in the industry. In diversifying all aspects of beer—theory, practice, content creation, production, and consumption—they provide a welcome environment for all people to enjoy and experience craft. Check out their website for helpful articles, recipes, events, and more!

[beerisforeveryone.com](http://beerisforeveryone.com)



## Brewers Association

The Brewers Association's (BA) mission is to promote and protect American Craft Brewers. The BA is an organization for brewers, by brewers, with more than 10,000 members and growing every day.

A Brewers Association membership connects you with the brewing community to help you succeed. More than 10,000 owners, CEOs, brewers, buyers, marketers, distributors, and managers look to the BA to provide them with the services they need most. Give your business the advantage of getting expert advice from fellow BA members. Being a member offers many benefits that can keep your brewery on the cutting edge.

[brewersassociation.org](http://brewersassociation.org)



## Pink Boots Society

The Pink Boots Society assists, inspires, and encourages female and non-binary brewing professionals through education and community. Through seminar programs and scholarships, Pink Boots helps women and non-binary folks advance in both front and back of house careers.

Don't miss the annual Pink Boots Collaboration Brew Day—it is by far the most fun (and tastiest) way to celebrate International Women's Day.

[pinkbootssociety.org](http://pinkbootssociety.org)

## Local & State Brewing Guilds

All 50 states have some sort of brewers guild or association formed to protect and promote the voices of brewers in their area. States like California offer multiple guilds depending on region! These organizations are nonprofits that support brewers, owners, and their staff through advocacy, education, and business resources.

Find your guild representative below:

[brewersassociation.org/government-affairs/state-guilds/](http://brewersassociation.org/government-affairs/state-guilds/)

## ONLINE FORUMS

The craft industry is known for camaraderie and collaboration, and these days your fellow brewers, GMs, and beertenders are available at the touch of a keyboard. Never underestimate the power of tapping into your network when you need a helping hand!



### Brewers Association

The Brewers Association forum has 16 active boards from Ingredients to Sustainability to Brewery Operations. The archives alone are worth exploration. Access the forum and archives with a free membership!

[brewersassociation.org](http://brewersassociation.org)



**CRAFT BEER**  
PROFESSIONALS™

### Craft Beer Professionals

This Facebook group is dedicated to the growth and betterment of craft beer across the US by acting as a forum for discussion between members working in the industry. Beyond the daily posting, bi-weekly AMA's give the opportunity to learn directly from thought leaders in the industry.

[facebook.com/groups/craftbeerprofessionals](https://facebook.com/groups/craftbeerprofessionals)



### Pink Boots

With over 9,500 members, the Pink Boots Society Facebook group gives you access to a rich community of female and non-binary beer professionals.

[facebook.com/pinkbootssociety](https://facebook.com/pinkbootssociety)



**ProBrewer**

### ProBrewer

ProBrewer is dedicated to empowering the beer industry through the dissemination of comprehensive, current, and relevant information. The forum is a reliable source for advice, and the classified section is arguably the most active in the industry. Plus, it's a great place to post job openings!

[probrewer.com](http://probrewer.com)



### Reddit: r/TheBrewery

TheBrewery Reddit stream is a professional community focused on issues related to the production of beer, wine, and liquor. Visit to sympathize with others' current misfortunes, stay for the beer showers and inside jokes.

[reddit.com/r/thebrewery](https://reddit.com/r/thebrewery)



### StartABrewery

Industry veterans who often speak at beer business and education programs have consolidated their breadth of brewery knowledge in one place. Get access to all relevant resources, regardless of what stage your budding brewery is in. Plan, act, open, and grow with StartABrewery!

[startabrewery.com](http://startabrewery.com)

# RESOURCES TO MANAGE YOUR PEOPLE

You can't have a successful brewery without satisfied customers and valued employees. These organizations foster community for both parties by helping you create an environment that feels accessible and safe.



## Beer Kulture

Beer Kulture aims to build a craft beverage industry where BIPOC (Black, Indigenous, & People Of Color) are actively included, recruited, retained, and supported. They organize collaborative partnerships to support the needs of the BIPOC community in brewing and ensure diversity, equity, and inclusion are core values.

[beerkulture.com](http://beerkulture.com)



CRAFTED FOR ALL

## Crafted For All

Crafted For All helps its partners build equitable and inclusive communities. Their innovative model and four pillar approach aims to make positive change in the craft industry and beyond.

[craftedforall.com](http://craftedforall.com)



## Bottleshare

Bottleshare's mission is to help industry workers when they experience hardship and adversity outside of the workplace. With a vision of uplifting craft, instilling hope, and celebrating life, Bottleshare supports industry workers and their families in the darkest of times.

[thebottleshare.org](http://thebottleshare.org)



## Crafted for Action

The craft beer industry sorely lacks diversity. Crafted for Action creates community for underserved minority groups and celebrates individuality. They also host CraftBeerCon, an annual conference discussing and ideating lasting change for the beer community.

[craftedforaction.com](http://craftedforaction.com)



## Healthy Pour

Healthy Pour is a consultancy on a mission to improve mental health and the well-being of individuals within hospitality. The goal is to cultivate cultures and spaces where everyone feels safe to grow professionally and personally.

[healthypour.org](http://healthypour.org)



## Infinite Ingredient

Through outreach, education, and accessible resources, Infinite Ingredient actively supports the mental and physical well-being of the craft beverage industry.

[infiniteingredient.org](http://infiniteingredient.org)



### Safe Bars

Safe Bars helps alcoholic-serving businesses create welcoming environments for customers and safe, respectful workplaces for employees. Using their programs, you'll find increased guest satisfaction and higher performing teams.

[safebars.org](https://safebars.org)



### Secret Hopper

Secret Hopper is a craft brewing secret shopping service with a focus on the quality of guest experiences. Invite an undercover guest to your taproom, or read case studies and lessons from the field in their data rich blog.

[secrethopper.com](https://secrethopper.com)



Managing people well means providing the appropriate staff education and quality assurance measures. An imperfect pour greatly affects how your beer tastes, and you worked too hard brewing it to let that happen! Look into Cicerone certification programs and technical draught beer courses to ensure staff are serving and selling your products as intended.



# RESOURCES TO MANAGE YOUR BUSINESS



## Accountants

Receive specialized financial guidance and tax assistance so you can profit and grow.



### **Brewed for Her Ledger, Audra Gaiziunas**

Expertise in: Accounting, Finance, Software, & Operations Strategy

[brewedforherledger.com](http://brewedforherledger.com) | [audra.gaiziunas@gmail.com](mailto:audra.gaiziunas@gmail.com)



### **Craft Brewery Finance, Kary Shumway**

Expertise in: Growth strategy & financial stability

[craftbreweryfinance.com](http://craftbreweryfinance.com) | [linkedin.com/in/karyshumway](https://www.linkedin.com/in/karyshumway)



### **GHJ Advisors, Maria Pearman**

Expertise in: Advisory service for food & beverage businesses

[ghjadvisors.com](http://ghjadvisors.com) | [mpearman@ghjadvisors.com](mailto:mpearman@ghjadvisors.com)



### **Mikeworths CPA, Laura M. Mikeworth**

Expertise in: Bookkeeping services for every phase of business

[mikeworthcpa.com](http://mikeworthcpa.com) | [info@mikeworth.com](mailto:info@mikeworth.com)



### **Small Batch Standard, Chris Farmand**

Expertise in: Consulting, accounting, & financial strategy for craft

[sbstandard.com](http://sbstandard.com) | [linkedin.com/in/chrisfarmand](https://www.linkedin.com/in/chrisfarmand)



### **WipFli**

Audit, Accounting, & CPA Tax Services

[wipfli.com](http://wipfli.com)





## Banking & Lending

Get help securing all of the financial resources your brewery needs to get off the ground and running.



**Live Oak Bank**

LiveOakBank. [liveoakbank.com](https://liveoakbank.com) | 866.518.0286



**National Craft Beverage Lender, Jason Sleeman**

[ucbi.com/team/jason-sleeman](https://ucbi.com/team/jason-sleeman) | [jason\\_sleeman@ucbi.com](mailto:jason_sleeman@ucbi.com)

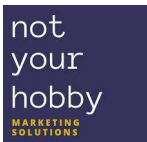


**On Tap Credit Union**

[ontapcu.org](https://ontapcu.org) | 303.279.6414

## Brewery Marketing Consultants

Your beer won't sell itself. (That is, until people taste its deliciousness!) Go beyond social media to grow your brand and expand your market!



**Not Your Hobby Marketing, Julie Rhodes**

[notyourhobbymarketing.com](https://notyourhobbymarketing.com) | [julie@notyourhobbymarketing.com](mailto:julie@notyourhobbymarketing.com)



**Top Hat**

[builtbytophat.com](https://builtbytophat.com) | 412.695.3153



Instagram and Facebook are great platforms to connect with customers far and wide, and promote special releases and events. BUT, your marketing efforts shouldn't stop there!

An easily-navigable website that tells your brand story, collectible merchandise that fans flock to, and email newsletters that leave readers eagerly nail biting are all aspects of holistic marketing initiatives.



### Insurance

Your brewery is your baby. Like anything you care about, you should insure it.



**Cedar Brew Insurance, Rachel Grieder**

[cedarbrew.com/](https://cedarbrew.com/) | [rbgrieder@cedarbrew.com](mailto:rbgrieder@cedarbrew.com)



**Food & Beverage Insurance Counselor (& Beer Mighty Things Podcast), Kyle C. Rheiner**

[craftbreweryinsurance.com](https://craftbreweryinsurance.com) | 657.233.7467 | [krheiner@arthurhall.com](mailto:krheiner@arthurhall.com)



**NFP Insurance, Matt Hughes**

[nfp.com](https://nfp.com) | [linkedin.com/in/matthughes](https://linkedin.com/in/matthughes)

### Architecture & Construction

Build the space of your dreams with custom architectural design.



**Built. Construction**

[built.co](https://built.co) | [info@built.co](mailto:info@built.co)



**Cluck Design**

Based in NC

[cluckdesign.com](https://cluckdesign.com) | [info@cluckdesign.com](mailto:info@cluckdesign.com)



**Design OPA, Stephen Oliver**

Based in TX, works in ~13 states

[designopa.com](https://designopa.com) | [soliver@designopa.com](mailto:soliver@designopa.com)



**Dooley Mack, Sean Roach**

Based in GA & SC

[dooleymackconstructors.com](https://dooleymackconstructors.com) | [sroach@dooleymackga.com](mailto:sroach@dooleymackga.com)



**Hauck Architecture**

[hauckarchitecture.com](https://hauckarchitecture.com) | [info@hauckarchitecture.com](mailto:info@hauckarchitecture.com)





### Lawyer

Leave the legal stuff to the experts.



**BEER LAW CENTER**  
Legal Solutions for the Craft Beverage Industry

**Beer Law Center, John Szymankiewicz**

[beerlawcenter.com/](http://beerlawcenter.com/) | [john@beerlawcenter.com](mailto:john@beerlawcenter.com)

**BEER LAW HQ**

**Beer Law HQ, Brandon Selinsky**

[beerlawhq.com/](http://beerlawhq.com/) | [brandon@whitcomblawpc.com](mailto:brandon@whitcomblawpc.com)



**McGUIRE WOOD & BISSETTE**  
LAW FIRM

**Board Certified Trademark Specialist & Patent Attorney, Rebecca Crandall**

[mwblawyers.com](http://mwblawyers.com) | 828.254.8800

**Brewers' Law**  
ALCOHOLIC BEVERAGE LAW

**Brewers' Law**

[brewerslaw.com](http://brewerslaw.com) | [contact@brewerlong.com](mailto:contact@brewerlong.com)



**PERKINS  
THOMPSON**

**Perkins Thompson, Brandon Mazer**

[perkinsthompson.com/attorneys/brandon-mazer/](http://perkinsthompson.com/attorneys/brandon-mazer/) | [bmazer@perkinsthompson.com](mailto:bmazer@perkinsthompson.com)



**Stern & Eisenberg**  
ATTORNEYS AT LAW

**Stern & Eisenberg, Daniel Jones**

[sterneisenberg.com/attorneys\\_list/daniel-p-jones/](http://sterneisenberg.com/attorneys_list/daniel-p-jones/) | [djones@sterneisenberg.com](mailto:djones@sterneisenberg.com)

### Brewery Accelerators



**BEVANA**

**Bevana** Artisan beverage makers are connected with eager consumers they'd otherwise be unable to reach.

[bevana.com](http://bevana.com)



**Beer  
WORKSHOP**  
NEW BREWERY ACCELERATOR

**Craft Beer & Brewing's Brewery Workshop Accelerator** A 4-day program connecting with experts who have built successful breweries.

[breweryworkshop.com](http://breweryworkshop.com)



**COLORADO BOY**  
PUB & BREWERY

**Colorado Boy Brewery Immersion Program** A 3-day program that shows you how to do everything from cleaning kegs to bookkeeping.

[coloradoboymontrose.com/brewery-immersion-course](http://coloradoboymontrose.com/brewery-immersion-course)

## Equipment

Outfit your back and front of house with robust brewing equipment.



**ABS Commercial** Brew Houses, Tanks, & Small Parts

[abs-commercial.com](http://abs-commercial.com)



**Deutsche** Custom-Design Brewery Systems

[deutschebeverage.com](http://deutschebeverage.com)



**G4 Kegs** Steel Keg Supplier

[g4kegs.com](http://g4kegs.com)



**Hillebrand** Supply Chain Logistics, Keg Management, & Keg Tracking Software

[hillebrand.com](http://hillebrand.com)



**Iron Heart Canning** East Coast Based Mobile Canning Service

[ironheartcanning.com](http://ironheartcanning.com)



**Microstar Logistics** Global Keg Solutions Provider

[microstarlogistics.com](http://microstarlogistics.com)



**Wild Goose Filling** West Coast Based Mobile Canning Service

[wildgoosefilling.com](http://wildgoosefilling.com)



Find local equipment manufacturers, ingredient suppliers, and packaging providers using this helpful resource from the Brewers Association:

[brewersassociation.org/directories/suppliers](http://brewersassociation.org/directories/suppliers)



### DEI

Consult diversity experts so you can best manage your team.

**Equity & Inclusion Partner, Dr. J Jackson-Beckham, PhD**

[craftedforall.com](https://craftedforall.com) | [linkedin.com/in/jjacksonbeckham](https://linkedin.com/in/jjacksonbeckham)

**LGBTQ+ Inclusion Speaker and Activist, Elena Joy Thurston**

[prideandjoyfoundation.com](https://prideandjoyfoundation.com) | [linkedin.com/in/elenajoythurston](https://linkedin.com/in/elenajoythurston)

**International Diversity & Inclusion Consultant, Graci Harkema**

[graciharkema.com](https://graciharkema.com) | [linkedin.com/in/graci-harkema-94958621](https://linkedin.com/in/graci-harkema-94958621)

**HR & Systems Strategist Consultant, Otisa Eads**

[otisaeads.com](https://otisaeads.com) | [linkedin.com/in/otisaeads](https://linkedin.com/in/otisaeads)

**Beer. Diversity., Ren Navarro**

[beer-diversity.com](https://beer-diversity.com) | [linkedin.com/in/beerdiversity](https://linkedin.com/in/beerdiversity)

66

What's powerful and beautiful is that when you collaborate with other voices who have different experiences, backgrounds and perspectives—those who can see what you don't see—when you join together, then you're going to be much stronger for it. You always have the ability to do the right thing, even as a small business.

99

-Graci Harkema







# BEST BEER PUBLICATIONS



# PODCASTS

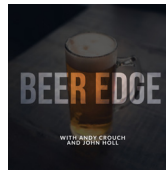
Stay plugged-in to the brewing community with these industry-renowned podcasts. They're the perfect accompaniment to the hours of glass restocking, floor mopping, and line-cleaning in your future.



## The Beerists

Each episode, the hilarious hosts taste 5 different beers and give earnest reviews. At over 500 episodes to date, that's a lot of beer and a lot of laughs.

[thebeerists.com](http://thebeerists.com)



## Beer Edge

Hosts Andy Crouch and John Holl take a weekly dive into the business and culture of beer with a wide variety of guests from the industry.

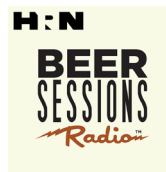
[beeredge.com/podcasts/the-beer-edge-podcast](http://beeredge.com/podcasts/the-beer-edge-podcast)



## Beervana

Host Jeff Alworth also authors the Beervana blog and brewing industry books such as The Beer Bible and Secrets of Master Brewers.

[beervanablog.com/podcast](http://beervanablog.com/podcast)



## Beer Sessions

Host Jimmy Carbone covers every aspect of craft for brewers—retail, grain to glass brewing, food pairings—alongside a handful of different beer fanatic friends each week.

[heritageradionetwork.org/series/beer-sessions-radio-tm](http://heritageradionetwork.org/series/beer-sessions-radio-tm)



# PSSSSST!

Just as every state has a brewers guild, there are likely podcasts specific to your area, too. Do some digging to find your local podcast—it can be a great source of information, especially if you're new to the area.



## The Beer Temple

Hosts Chris Quinn, founder of the incredible Chicago Bottle Shop (and now taproom), and Mike Schallau, owner of Is/Was Brewing, discuss relevant industry topics with beer insiders.

[craftbeertemple.com/podcasts](http://craftbeertemple.com/podcasts)



## Better On Draft

Better On Draft features brewers and their stories, and records their episodes live on Facebook and

Twitch every week.

[betterondraft.com](http://betterondraft.com)



## The Brewing Network

With a variety of shows such as The Sour Hour, Dr. Homebrew, and Entre Cervezas, The Brewing Network podcasts feature an array of topics and professional brewers from around the globe to share the love of beer and brewing.

[thebrewingnetwork.com/shows/](http://thebrewingnetwork.com/shows/)



## Boys Are From Märzen

Seasoned taproom manager Kindsey Bernhard invites women, and women only, to her podcast to chat all about craft beer and their experiences in the industry.

[open.spotify.com/show/5MDjxnR234HvUxMP75weYt](https://open.spotify.com/show/5MDjxnR234HvUxMP75weYt)



## Craft Beer & Brewing Magazine Podcast

Craft Beer & Brewing definitely has their pulse on what's hot in the industry and that's who they sit down every week in this informative podcast.

[beerandbrewing.com/podcasts/](http://beerandbrewing.com/podcasts/)



## Good Beer Hunting

A blog and a podcast, GBH publishes thorough interviews with brewers, beer marketers, salespeople, writers and other industry folks each week.

[goodbeerhunting.com](http://goodbeerhunting.com)



## The Hops and Stocks Podcast

Four friends and industry experts chat craft beer and financial literacy in layman's terms.

<https://open.spotify.com/show/6TguNJuPYTyJHmJ12IZhgo>



## Steal This Beer

Hosted by Augie Carton, Founder of New Jersey's Carton Brewing, and John Holl, Editor at All About Beer Magazine, this podcast features blind taste tests and information from industry insiders.

[stealthisbeer.com](http://stealthisbeer.com)

# ONLINE READING

There is no shortage of people writing about the craft industry online, but we've narrowed it down to the best of the best. Listed here are the sites that consistently publish informational & entertaining content.

## **Beeradvocate** **Beer Advocate**

BeerAdvocate is an independent community of enthusiasts and professionals dedicated to supporting and promoting better beer.

[beeradvocate.com](http://beeradvocate.com)



## **Beervana Blog**

In tandem with the Beervana Podcast, Jeff Alsworth is one of the most knowledgeable beer

writers out there, and the Beervana name is worth mentioning twice.

[beervanablog.com](http://beervanablog.com)



## **Brewbound**

Brewbound features up-to-the-minute news, a robust industry jobs board, a frequently updated database of U.S. beer companies, and a growing marketplace with listings for equipment, services, and more.

[brewbound.com](http://brewbound.com)



## **Craft Beer & Brewing**

Meant for anyone who makes or drinks great beer, Craft Beer & Brewing shares recipes, courses, and information as well as hosts workshops and events.

[beerandbrewing.com](http://beerandbrewing.com)



CRAFT  
BREWING  
BUSINESS  
Professional insight. Unfiltered.

## **Craft Brewing Business**

Craft Brewing Business embraces the independent spirit of craft and celebrates small business values by covering all happenings in the business of beer. Join their newsletter to get the latest!

[craftbrewingbusiness.com](http://craftbrewingbusiness.com)



## **Good Beer Hunting**

As with Beervana, the written content of Good Beer Hunting is worth mentioning twice.

[goodbeerhunting.com](http://goodbeerhunting.com)

## **HOP CULTURE** **Hop Culture**

An online magazine, beer festival circuit, and frequent merch dropper, Hop Culture aims to get people excited about beer and spotlight local craftsmen.

[hopculture.com](http://hopculture.com)



PorchDrinking.com  
DRINK & SHARE TAKE A SEAT

## **PorchDrinking.com**

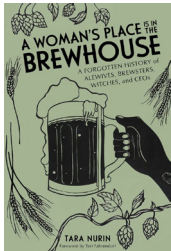
Porch Drinking was created to promote the craft beer industry through great storytelling. Topics range anywhere from what they love to drink, when they love to drink it, and their favorite breweries.

[porchdrinking.com](http://porchdrinking.com)



# BOOKS

Whether you're educating yourself on the history of beer or need an in-depth knowledge dump on a particular subject matter, these books are sure to teach you a thing or two about the industry.



## A Woman's Place is in the Brewhouse

Tara Nurin

This book honors and celebrates the ignored influence women have

had on the beer industry, and explores the factors that led to its erasure from history. Plus, meet the female trailblazers that are doing their ancestors proud today.



## Small Brewery Finance

Maria Pearman

In simple language that breaks down complex ideas, Maria

Pearman's book sets small beverage producers up for long-term growth and success by providing a solid foundation of financial principles to follow.

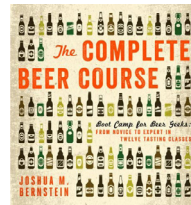


## Beer and Racism

Nathaniel Chapman  
& David Brunsma

Beer's history in the U.S. is riddled with racism. Dive into the real origin

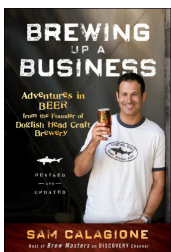
of beer, the intersectionality that glossed over the Black pioneers that got the industry to where it is now, and examine the continued racially-charged dynamics in brewing.



## The Complete Beer Course: Boot Camp for Beer Geeks

Josh Bernstein

Calling all wannabe cicerones: Josh Bernstein is a craft beer pioneer, and this book details the beer market, different styles, how to properly taste, and what to identify when you're dissecting a beer.



## Brewing Up A Business

Sam Calagione

Hear from the founder of Dogfish Head Craft Brewery on how he

started with a home brewing kit and ended up building the fastest growing independent breweries in America.





# OPERATIONAL ADVICE IN THE TAPROOM





# SERVICE MODELS



Service models aren't one-size fits all. In fact, your brewery's unique service model can, and will, change based on the day of the week and time of the year! So don't be afraid to try something new or switch things up on the fly—flex is the name of the service model game.

Here are the factors to consider when determining the best service model for your brewery:

1. Your space's size & its layout
2. Your staff size & how they interact with customers
3. Your guests & how you want them to experience your taproom

Start by imagining the ideal customer experience you want every guest to have when they walk through your doors, and use the categories below to consider all of the options available to you:



A service model is a certain way of preparing, presenting, and distributing menu items to your guests. Your choice dictates the atmosphere of your business, how efficient your staff members are, and the type of experience your guests have.

Service Model	FOH Roles Needed	Guest Experience
Counter Service	Bartender Barback/Busser Runner/Support	<ul style="list-style-type: none"><li>• Order &amp; pay at counter</li><li>• Retrieve items OR Items are delivered by Runner</li></ul>
Table Service	Host Waitstaff Bartender Barback/Busser Runner/Support	<ul style="list-style-type: none"><li>• Seated by Host</li><li>• Order with Waitstaff</li><li>• Items are delivered by Runner</li><li>• Pay with Waitstaff</li></ul>
Flexible Model (Hybrid)	Waitstaff Bartender Barback/Busser Runner/Support	<ul style="list-style-type: none"><li>• Guests seat themselves</li><li>• Order 1st round at the counter, &amp; additional rounds with roaming Servers</li><li>• Pay with roaming Server or via contactless payment</li></ul>



QR code ordering is here to stay, but it's not an all or nothing thing. As with all service models, it takes experimentation to find the perfect fit for your taproom and team. But it's worthwhile—QR codes have proven to [increase tab and tip size by 24% and reduce labor costs by 50%](#).



# TIP MODELS



Your servers will be earning some well-deserved tips from satisfied taproom guests. How will you divvy those earnings among staff to ensure everyone is fairly compensated?

The two primary tip models are **Individual** and **Pooled**. While each model has its benefits, the craft industry often opts for a pooled method because a taproom environment invites guests to interact with multiple staff members. When deciding what model is best for your budding brewery, consider the following:

Tools Needed	Reports (POS)* Calculators (POS)* Spreadsheet
Frequency of Disbursement	Daily Weekly Bi-weekly Monthly
Pay Out	Cash Paycheck Instant Direct Deposit



## Keep in mind: Cash management!

As the 'house', if you don't collect enough cash sales during the day to pay out tips, you may have to short the drawer or deposit and pull cash from the bank to get the till back to the daily starting total cash on hand.



## Individual Tip Model

Each server collects their own tips and may be asked to tip out other employees that helped service, like hosts and bussers. They also have to 'pay out the house' for any cash sales they collected payment for. Servers may take home just their cash tips for the day, or get paid out their credit card tips in cash at the end of their shift.

## Pooled Tip Model

All eligible staff share in the tips collected for a given period of time. There could be a daily or weekly pool, time segmented pools throughout the day (AM/PM, 1st/2nd/3rd shift, etc.), or pools by pay cycle. In pooled models, the house collects and divvies the tips to the appropriate team members, either at the end of a shift/day, end of the week, or on paychecks.



**\*Ideally, your point of sale automates all tipping** calculations based on predetermined settings, as well as manages tip reports.

# BEVERAGE MENU CURATION

There's a whole world of pours beyond The Pint, and ample benefits to including variant sizing on your menu. Feast your eyes on the breakdown below:

## Samples

Whether you plan to charge for samples or not, offering guests the ability to try before they buy directly translates to higher profits and increased guest satisfaction. Plus, offering samples is a great way to encourage people to try what's new on the tap line!

## Flights

Not only are flights irresistible for any craft beer enthusiast, it's also an opportunity to get feedback on your most loved beers. Use the data from your POS to track the pints that most frequently follow a flight. Core Flights are a perfect way to welcome a new visitor to your taproom with a sampling of your variety, too.

## Half-pours

High alcohol content and high cost beers justify offering an 8oz or 10oz pour. Plus, slow drinkers don't want to suffer through the warm dregs at the bottom of their pint.

## Glassware

Specialized glassware is one of the biggest limiters for lean taprooms to offer a variety of sizes. But it doesn't have to be! Consider printing ounce breaks on your glassware to make your 12oz glasses work for 10oz and 8oz pours.



**Food for thought:** Thirsty guests can become hungry guests fast. Offering food on the menu drives up tab size and encourages guests to stay longer. Consider inviting food trucks to your parking lot if a kitchen isn't in the cards! 57% of breweries either already serve food or plan to this year according to the [2022 Craft Brewing Growth Trends report!](#)



# DATA MATTERS



The numbers behind your taproom provide key insights to running and growing your business. Know them, love them, and automate them!

## Loss

The value of knowing your **estimated loss** on each keg in the taproom is crucial. Loss is defined as unaccounted for beer and can come from several places, including:

- Overpours
- Free beers (not rung in)
- Samples (not rung in)
- Kegs kicked early
- Line maintenance

Tracking beer loss means tracking what's working and what's not in your taproom. In many states it can also benefit your taxes.

## Labor Costs

One of your biggest costs are the people who serve your product. Track labor costs as a percentage of revenue. Your goal is to run as lean as possible without sacrificing the customer experience. Try a few different models and headcount numbers, calculate your percentage, and then shoot for it consistently.

### **Labor Cost / Revenue = Percent Labor Cost**

A general rule of thumb is to shoot for 10-15% labor cost for your brewery, but figure out what works best for your business and optimize for that percentage.

There are a **ton** of other pertinent data points that drive informed decision-making in the taproom. With the right POS, your sales dashboard will reflect real-time data and automated reports.



Taprooms were reported as the most profitable sales channel for **84% of breweries** in 2022. How can your brewery ensure the same success? With DATA!



# LOYALTY PROGRAMS

Rewarding guests for spending money with you is a great way to ensure they come back again. Build your brand name, drive traffic, and engage guests with a loyalty program!

Here are examples of rewards and how it benefits both you and your guests:

A cookie-cutter loyalty program won't incentivize membership as much as one that's completely unique to your brewery! Get creative, and think about what makes your brewery different and what kind of customer behavior you hope to inspire.



	What is it?	Example	Business Value	Guest Value
Rewards	Discounts based on purchasing behavior	Punch Card: Buy 9 pints, get the 10th free	<ul style="list-style-type: none"> <li>Encourages repeat business</li> <li>Buying insights</li> </ul>	<ul style="list-style-type: none"> <li>Rewarded with free stuff after buying what they already love</li> </ul>
Offers	Target offers, promos, & ads based on desired buying behavior or engagement	Email Promotion: All previous IPA purchasers receive early access to the upcoming DIPA release	<ul style="list-style-type: none"> <li>Revenue growth based on purchase size</li> <li>Achieve specific goals tied to days/times or certain products</li> </ul>	<ul style="list-style-type: none"> <li>Receive communications relevant to their interests and buying behavior</li> </ul>
Membership	Annual fee for ongoing discounts & exclusive activities	Mug Club: Discounted pours in a member-only Stein	<ul style="list-style-type: none"> <li>Unique revenue stream</li> </ul>	<ul style="list-style-type: none"> <li>Being part of a community they care about</li> <li>Access to super-exclusive benefits</li> </ul>



Your POS should recognize loyalty members either by their name, phone/email, or credit card. That way, staff members can ensure a personalized, extra special experience for them!

# TECH STACK

Maximizing efficiency with technology is a long-term solution to running a brewing business better. 73% of breweries reported they are expanding their tech stack in 2022!

## Best-In-Class Softwares

Utilizing a variety of softwares makes your overall business more efficient, data-savvy, and profitable. Below are some robust softwares that work with your POS to make running a business easier.

### Inventory Management

Your primary goal as a brewery owner is to move liquid, i.e. deplete inventory. Save hours of manual data entry and analysis with an inventory management software that tracks inventory from multiple revenue centers (on premise, off premise, and online) and updates counts in real-time across your systems.

- BarTrack
- Yellow Dog



Point of sale refers to where money is traded for goods. What used to be cash registers are now complex systems of mobile devices and cloud-based communication that streamline operations. POS software integrates with other third-party softwares that specialize in certain areas of business to make the system even more capable.

### Business Management

This software eliminates manual processes and duplicate entries while gaining complete visibility into key metrics that help you focus on growing your business.

- Beer30
- Ekos
- Orchestra Cloud

### Accounting & Reporting

Make smarter business decisions by using softwares that help contextualize your sales. This can optimize staffing schedules, increase productivity on the floor, and eliminate wasted ingredients.

- QuickBooks
- Shogo

### Staff Scheduling

Track employees hours, schedules, payroll, and performance. Some integrations even have predictive scheduling capabilities and assist in team communications.

- 7shifts

### Kitchen Display Systems

Rid yourself of paper tickets and streamline communication between the front and back of house with KDS software that organizes and eliminates errors in the order queue.

- Epson
- Fresh KDS

## Networks

Your network setup is critical to the success of your business, and often an overlooked detail.

### First: Evaluate Your Space

The size and complexity of your space will determine the appropriate network configuration.

### Next, Know Your Needs

- 1. Consistency:** How do you ensure consistent network access in all areas that need service?
- 2. Quality:** Does your network quality decrease when you're full and have tons of people on the network?
- 3. Guests:** Do you want to provide WiFi to guests? If you do have a guest network, how will you protect the bandwidth of our business network?
- 4. Support:** Who will provide support with network issues?
- 5. Streaming:** What other services are using this network and eating up bandwidth? Will your business network also support streaming TV, security cameras, or music?



Location Type	Network Interference	Number of Networks*
Interior Sq Ft.	Walls	Office / Internal
Outdoor / Patio	Metal structures	Point of Sale
Multiple Stories	Large electrical equipment	Public / Guest
	Nearby WiFi networks	



\*You optimize business security by having separate networks for internal use, POS, and guest use. **The investment is worth it—one day without WiFi can cost you more than an on-call IT.**

# READY, SET, POUR!



## CHEERS!



Take it from the seasoned brewery owners and operators—check these 12 to-do's off your list and launch will be smooth sailing.



## ☐ Budget For Equipment

The equipment and technology necessary for a brewery can be a large upfront cost. Expect to invest in durable tools that can grow with you!

## ☐ Be Proactive In Getting Customer Feedback

...and then do something about it! Especially in the beginning, it's important to deliver a feedback card with every check or invest in a [secret shopper](#) for an unbiased report.

## ☐ Invest Time In Your Pricing Model

Work with your accountant on building the right pricing model for your menu. Ensure you're making a healthy profit margin and are realistic about comps & losses.

## ☐ Prepare For A Lengthy Build Out

Don't underestimate the time it takes to build and ramp up a new business. Something will likely go awry during build out and you'll be grateful to have contingency plans in place.

## ☐ Hire Staff You Trust

Look for staff that are reliable, trainable, and have welcoming personalities. Your products will be enjoyed more if they're served by good people.

## ☐ Prioritize Staff Training & Education

Whether it's a free webinar from one of your software providers or a robust Cicerone training program, thoroughly educating staff is an effective employee retention strategy and improves the guest experience.



## ☐ **Secure A Fair Lease & Landlord**

Your business relies on your brewery's four walls. Enlist outside help to ensure your lease is lock tight and your landlord is fair.

## ☐ **Lock In Legal Requirements Early**

Alcohol production and sales come with a lot of state and federal regulations you need to follow. Make sure to do research early—your regional guild can be a big help—on the requirements in your brewery's location so no legal hurdles stand in your way at launch.

## ☐ **Be Flexible In The Taproom**

Always expect the unexpected. You'll attract soon-to-be regulars by mixing things up, service model and otherwise, so roll with the punches and build your taproom in a way that can be easily adjusted.

## ☐ **Plan For Long-Term Growth**

Invest in a space that you can grow into, so your brewery isn't restricted as it expands. You won't be working with a 6 barrel system forever!

## ☐ **Define Your Marketing Strategy**

Brewing great beer isn't enough to get people in the door—they have to know about it first! Go beyond social media to create a comprehensive marketing strategy that drives traffic and builds your brand name.

## ☐ **Find A POS Built For Your Craft**

[Arryved POS](#) is the most trusted POS for breweries because the system inherently understands the business of craft. With comprehensive flight tools, ounce-level inventory tracking, and award-winning customer support, Arryved simply makes running a brewery easier.

Learn more about how [Arryved's](#) solutions enable you to take your brewery to the next level.



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