



Alternatively Empowered

NEW BELGIUM BREWING

AUTUMN ANTHONY



THE SUSTAINABLE BEER



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HISTORY



Alternatively Empowered OUR STORY



IN 1989, AN ELECTRICIAN, ASPIRING HOME BREWER, AND NATURAL TINKERER, JEFF LEBESCH RODE HIS “FAT-TIRE” BIKE THROUGHOUT EUROPE’S VAST COUNTRYSIDE IN SEARCH OF NEW IDEAS AND RECIPES FOR BEER. WITH THIS AREA BEING SYNONYMOUS WITH BEER AND GREAT SIGHTSEEING, 32 YEAR OLD JEFF CAME BACK TO COLORADO WITH A WORLD OF CREATIVE INSPIRATION. IN 1991, JEFF AND HIS WIFE, KIM JORDAN STARTED SELLING 2 DIFFERENT STYLES OF BEER OUT OF THEIR BASEMENT AND KITCHEN IN FORT COLLINS, CO. ONE, WAS AN EARTHY-TONED BROWN DUBBEL CALLED ABBEY, AND A BALANCED AMBER NAMED FAT TIRE, IN REFERENCE TO HIS GRAND ADVENTURE. JEFF AND KIM STILL KEPT THEIR DAY JOBS, AND REGULARLY PUT IN 14 HOUR DAYS BREWING AND BOTTLING WITH HELP FROM THEIR SON, ZACK. USING REPURPOSED DAIRY EQUIPMENT FOR A HOME BREWING VESSEL, HARD WORK, AND THE HUMAN SPIRIT OF IMAGINATION, NEW BELGIUM BREWING WAS BORN.





MISSION

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BEFORE SELLING A SINGLE BOTTLE OF BEER, JEFF AND KIM HIKED THROUGH THE ROCKY MOUNTAIN NATIONAL PARK WITH A JUG OF THEIR HOME BREW AND TOGETHER THEY BOTH WROTE DOWN THE IDEA AND THAT WOULD BE THE BASIS OF THEIR DREAM BUSINESS. NEW BELGIUM'S BREWING PURPOSE STATEMENT AND GOAL IS:

TO OPERATE A PROFITABLE BREWERY WHICH MAKES OUR LOVE AND TALENT MANIFEST.

- THE COMPANY EXPANDS ONTO THIS BY CREATING A LIST OF CORE VALUES AND BELIEFS.
- COMPANY CORE VALUES AND BELIEFS
- REMEMBERING THAT WE ARE INCREDIBLY LUCKY TO CREATE SOMETHING FINE THAT ENHANCES PEOPLE'S LIVES WHILE SURPASSING OUR CONSUMERS' EXPECTATIONS.
- PRODUCING WORLD-CLASS BEERS.
- PROMOTING BEER CULTURE AND THE RESPONSIBLE ENJOYMENT OF BEER.
- KINDLING SOCIAL, ENVIRONMENTAL AND CULTURAL CHANGE AS A BUSINESS ROLE MODEL.
- ENVIRONMENTAL STEWARDSHIP: HONORING NATURE AT EVERY TURN OF THE BUSINESS.
- CULTIVATING POTENTIAL THROUGH LEARNING, HIGH INVOLVEMENT CULTURE, AND THE PURSUIT OF OPPORTUNITIES.
- BALANCING THE MYRIAD NEEDS OF THE COMPANY, OUR COWORKERS AND THEIR FAMILIES.
- TRUSTING EACH OTHER AND COMMITTING TO AUTHENTIC RELATIONSHIPS AND COMMUNICATIONS.
- CONTINUOUS, INNOVATIVE QUALITY AND EFFICIENCY IMPROVEMENTS.
- HAVING FUN.





CORPORATE SOCIAL RESPONSIBILITY

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ALTERNATIVELY EMPOWERED MEANS MAKING BUSINESS DECISIONS BASED ON MINIMIZING ENVIRONMENTAL IMPACT, ENCOURAGING THE GROWTH OF OUR EMPLOYEE OWNERS, AND BEING A SOCIALLY RESPONSIBLE CONTRIBUTOR TO OUR COMMUNITY. IT'S REWARDING, CHALLENGING, AND EDUCATIONAL. IT'S WHAT MAKES US NEW BELGIUM.

WE BELIEVE, TO BE ENVIRONMENTAL STEWARDS, WE NEED TO:

1. LOVINGLY CARE FOR THE PLANET THAT SUSTAINS US.
2. HONOR NATURAL RESOURCES BY CLOSING THE LOOPS BETWEEN WASTE AND INPUT.
3. MINIMIZE THE ENVIRONMENTAL IMPACT OF SHIPPING OUR BEER.
4. REDUCE OUR DEPENDENCE ON COAL-FIRED ELECTRICITY.
5. PROTECT OUR PRECIOUS ROCKY MOUNTAIN WATER RESOURCES.
6. FOCUS OUR EFFORTS ON CONSERVATION AND EFFICIENCY.
7. SUPPORT INNOVATIVE TECHNOLOGY.
8. MODEL JOYFUL ENVIRONMENTALISM THROUGH OUR COMMITMENT TO RELATIONSHIPS, CONTINUOUS IMPROVEMENT, AND THE CAMARADERIE AND CHEER OF BEER





MARKETING MIX

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PRICE:

AS THE UNITED STATES HAS HAD A STRUGGLING ECONOMY THE LAST COUPLE YEARS, THE CRAFT BREWING INDUSTRY HAS NOT SEEN THE EFFECTS AS MUCH AS OTHER INDUSTRIES. SINCE PEOPLE ARE CUTTING BACK ON HIGH END LUXURIES THEY STILL REWARD THEMSELVES WITH THE SMALL THINGS. THIS IS ESPECIALLY TRUE IF THEY CAN CARRY IT AND BRING IT HOME. NEW BELGIUM PRIDES ITSELF ON BREWING WORLD CLASS BEER. BY KEEPING IT AT A REASONABLE PRICE FOR A SIX PACK, THEY KEEP THEIR CUSTOMERS HAPPY. THEY TRY AND KEEP THEIR SIX PACKS AT AROUND \$8.00 TO \$9.00. IN THE TOUGH ECONOMIC YEAR OF 2009, NEW BELGIUM WAS ABLE TO GROW BY 15% AND OPEN DISTRIBUTION IN SIX NEW STATES. THESE NUMBERS REFLECT THAT WITH THE RIGHT TECHNIQUES AND A LOVE FOR BEER CAN MAKE A COMPANY GROW.

PRODUCT:

NEW BELGIUM BREWERY HAS A VARIETY OF BEERS AVAILABLE FOR ALL TYPES OF BEER DRINKERS. SOME OF THESE BEERS ARE AVAILABLE ALL YEAR LONG, WHILE SOME ARE SEASONAL FLAVORS THAT ARE ONLY AVAILABLE FOR SPECIFIC TIME PERIODS. THIS SCHEDULE VARIES ON INVENTORY AND BY SEASON. NEW BELGIUM IS CONSTANTLY EXPERIMENTING WITH DIFFERENT SPICES AND RECIPES. *FAT TIRE* IS THE COMPANIES MOST POPULAR, WHILE *SUNSHINE WHEAT*, *1554*, *ABBAY* AND *BLUE PADDLE* ARE HELD AS HOUSEHOLD PERFECTIONS. SEASONAL BEERS INCLUDE *DIG* AND *SNOW DAY*. SINCE NEW BELGIUM IS ALWAYS LOOKING TO EXPAND THE LINE OF BEERS AVAILABLE THEY HAVE BROKEN OFF FROM THE TRADITIONAL LOOK OF THE COMPANY. THEY HAVE INTRODUCED LINES CALLED *EXPLORER*, *LIPS OF FAITH* AND *SPECIAL RELEASE* TO SHOW OFF THE ADVENTUROUS NATURE OF THE NEW BELGIUM CULTURE. THE ORIGINAL LINE THAT INCLUDES *FAT TIRE* HAS FOUR BEERS. THE SEASONAL LINE HAS TWO FOR WARMER AND COLDER MONTHS. *SPECIAL RELEASE* CURRENTLY HAS THREE BEERS AVAILABLE FOR PURCHASE. BY NEVER BEING STAGNANT AND KEEPING A WIDE VARIETY AVAILABLE FOR THEIR EVER CHANGING CUSTOMERS, NEW BELGIUM IS ALWAYS LOOKING TO BRING A HIT TO THEIR PRODUCT LINES.





MARKETING MIX

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PLACE:

NEW BELGIUM BREWERY WAS STARTED IN 1991 IN FT. COLLINS, COLORADO.

THE COMPANY HAS GROWN FROM MAKING 225 BARRELS OF BEER TO OVER 470,000 IN 17 YEARS. THIS GROWTH COULD NOT HAPPEN WITHOUT POWERFUL DISTRIBUTION CHANNELS. NEW BELGIUM HAS TRADITIONALLY NOT USED HEAVY ADVERTISING CAMPAIGNS. RECENTLY THEY DID A PRINT AD CAMPAIGN, BUT THEY RELY ON WORD OF MOUTH AND WHAT THEY CALL “BARSTOOL-TO-BARSTOOL” ADVERTISING. BY JUST HONING THEIR SKILLS AND MAKING SURE THEIR TARGET AUDIENCE ENJOYS THEIR PRODUCT, THEY HAVE SPREAD TO 26 STATES. NEW BELGIUM, LIKE ALL ALCOHOL COMPANIES, PARTICIPATE IN A GOVERNMENT REGULATED THREE TIER DISTRIBUTION SYSTEM. SOME OF THESE LAWS HAVE PROHIBITED THE DISTRIBUTION TO EVERY U.S. STATE. NEW BELGIUM IS ALWAYS TRYING TO WORK WITH LOCAL AND FEDERAL REGULATIONS TO MAKE SURE EVERYONE IN EVERY STATE CAN ENJOY THEIR BEER.

PROMOTION:

NEW BELGIUM HAS GROWN THEIR COMPANY NOT BY USING EXPENSIVE ADVERTISING CAMPAIGNS BUT BY CUSTOMER APPRECIATION. THEY HAVE FOUND A NICHE THAT IS UNLIKE ANY OTHER INDEPENDENT BREWERY. THEY HAVE NOT SOLD THEIR COMPANY TO A POWER HOUSE LIKE IN-BEV, AND HAVE KEPT THE COMPANY CULTURE THE SAME SINCE 1991. THIS COMBINATION ALONG WITH STRONG DISTRIBUTION HAS MADE NEW BELGIUM THE COMPANY THAT IT IS. THEIR TARGET AUDIENCE IS BEER SAVVY PEOPLE WHO USUALLY LIVE IN HIGH POPULATION AREAS. THEY HOLD EVENTS WHERE THE CUSTOMERS CAN INTERACT WITH THE PRODUCT, NOT JUST DRINK IT. EVERY YEAR THEY HOLD THE TOUR DE FAT. THIS IS A BIKE RIDE THAT TAKES PLACE IN OVER 10 MAJOR CITIES AROUND THE COUNTRY. THEY ALSO TARGET PEOPLE WHO HAVE A STRONG LOVE FOR THE ENVIRONMENT. THEIR COMPANY IS STRIVING FOR ZERO EMISSIONS AND HAS CREATED A NUMBER OF ORGANIC BEER RECIPES. THEIR EMPLOYEES SHARE THIS VALUE AND MANY OF THEM RIDE BIKES TO WORK. BY HAVING CONTESTS WHERE PEOPLE CAN TRADE IN A CAR FOR A FAT TIRE BIKE, THEY PROVE THAT THEY ARE NOT ALL TALK. THEY LIVE THE COMPANY CULTURE EVERYDAY AND SHOW THAT WITH SOME CREATIVE THINKING AND HARD WORK, A TRULY GOOD PRODUCT CAN CAUSE A COMPANY TO GROW INTO AN ESTABLISHED PLAYER IN THE MARKET.



CONSUMER RESEARCH Alternatively Empowered



PRIMARY TARGET

- MALES AND FEMALES 26-30 WHO ARE WILLING TO STEP OUT OF THEIR COMFORT ZONE.
- MEDIUM TO HIGH VOLUME CONSUMERS OF BEER WHO HAVE LOW BRAND LOYALTY AND ARE WILLING TO TRY NEW BELGIUM CHOICES.

SECONDARY TARGET

- MALES AND FEMALES 21 TO 25. YOUNG AND EASILY PERSUADED.





DEMOGRAPHICS & PSYCHOGRAPHICS

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DEMOGRAPHICS

- ALL RACES
- MIDDLE CLASS, WORKING CLASS
- ANNUAL INCOME OF \$10,000+
- SINGLE & MARRIED
- COLLEGE
- INTERESTED IN THE ADVENTUROUS LIFESTYLE
- FREQUENT VISITORS OF THE CHICAGO, ILLINOIS AREA

PSYCHOGRAPHICS

- PEOPLE WHO ARE INTERESTED IN TRENDS
- PEOPLE WHO ARE YOUNG OR WHO HAVE A YOUNG STATE OF MIND
- PEOPLE WITH A LACK OF BRAND LOYALTY
- PEOPLE WITH A SENSE OF ADVENTURE FOR NEW TASTES AND EXPERIENCES
- INVOLVED WITHIN THE COMMUNITY



IN-STORE OBSERVATIONS



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OLD TOWN LIQUORS



PINCH PENNY LIQUORS



SCHNUCKS



BAR OBSERVATIONS

Alternatively Empowered



FOCUS GROUP

- THE FOCUS GROUP ALLOWED US TO HEAR WHAT PEOPLE THOUGHT OF THE BRAND, ITS PRODUCTS AND THOUGHTS ON COMPETITORS AND SIMILAR PRODUCTS.
- THE GROUP WAS 16 PEOPLE WITH VARYING AGES FROM SOUTHERN ILLINOIS UNIVERSITY, CARBONDALE.
- RESPONDENTS HAD NO IDEA THAT A BEER COMPANY TREATED THEIR EMPLOYEES TO SUCH HIGH STANDARDS AND SURROUNDING COMMUNITIES.
- RESPONDENTS DID NOT CARE FOR NEW BELGIUM SOCIAL RESPONSIBILITY PROGRAM.



Alternatively Empowered



FOCUS GROUP



FOCUS GROUP FINDINGS:

- TASTE AND PRICE WERE THE TWO MOST IMPORTANT ATTRIBUTES.
- CORPORATE SOCIAL RESPONSIBILITY WAS NOT A FACTOR WHEN BUYING BEER.
- THE TWO MOST POPULAR COMPETITORS THAT WERE MENTIONED WERE GOOSE ISLAND AND SCHAFLY.
- PARTICIPANTS BELIEVED NEW BELGIUM PRODUCTS HAD STRONG TASTE AND WAS NOT FAVORABLE.
- THE ALCOHOL ADVERTISING THAT THEY MOST PAID ATTENTION TO WERE IN-STORE ADVERTISING AT THE ESTABLISHMENT THEY PURCHASED THEIR BEER OR LIQUOR.

Alternatively Empowered

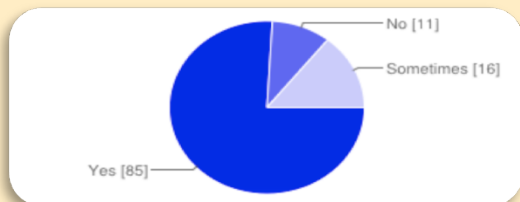
- MEN SAID THEY COULD BE ACCUSTOMED TO DRINKING NEW BELGIUM BEER.
- THE WOMEN WHO ATTENDED ALL SAID THEY WOULD MUCH RATHER HAVE A DIFFERENT BEER, PREFERABLY A LIGHT BEER.





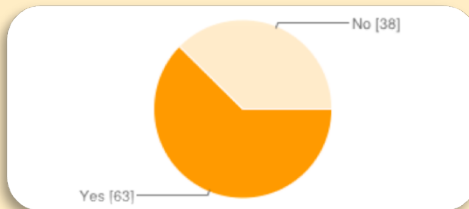
SURVEY

DO YOU DRINK BEER?



85% OF SURVEY PARTICIPANTS DRINK BEER

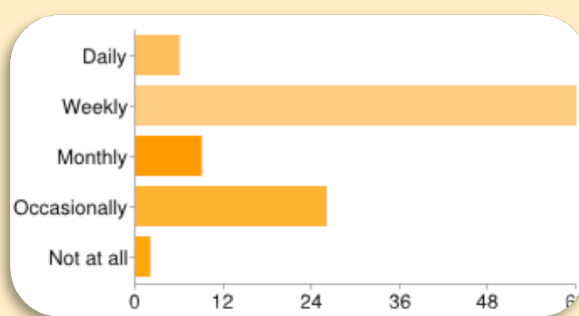
DO YOU LIKE CRAFT/MICRO BREWERY BEER? (FAT TIRE)



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56% SURVEY PARTICIPANTS LIKE CRAFT/MICRO BEER

HOW OFTEN DO YOU DRINK BEER?



53% PARTICIPANTS DRINK BEER ON A DAILY BASIS



MOST SURVEY PARTICIPANTS BECOME AWARE OF MOST OF THE BEER BRANDS THEY ENCOUNTER BY FAMILY AND FRIENDS. MOST PARTICIPANTS ARE MORE FAMILIAR WITH DOMESTIC BRANDS THAN IMPORTED OR CRAFT.



VISUAL BRANDING

Alternatively Empowered

NEW BELGIUM IS FUN, OUTGOING, EXCITING, AND MODERN. EACH FLAVOR OF NEW BELGIUM, FROM THE FAT TIRE TO THE SEASONAL BEER, REFLECTS ITS CONSUMER IN SOME SORT OF WAY. NEW BELGIUM CONNECTS TO THE CONSUMER VISUALLY BY ALLOWING THEM TO SEE UNIQUE LABELS THAT MAY REFLECT WHO THEY ARE ONCE THEY DRINK THE SPECIFIC BEER OF NEW BELGIUM. BY DOING THIS, IT GIVES THE CONSUMER A SORT OF PERSONAL CONNECTION TO THE PRODUCT AND HAS A GREAT IMPACT ON INCREASING BRAND LOYALTY. MOST OF THE NEW BELGIUM PRODUCTS COME IN VARIOUS FLAVORS AND LABELS, WHICH SERVE AS A VISUAL FLAVOR CUE AND AS AN AMAZING VISUAL BRANDING TECHNIQUE. FROM CONTEMPORARY VINTAGE LABELS AND ANTIQUE APPEARANCE TO NATURAL EARTH TONES, NEW BELGIUM TOUCHES ON EVERY PORTION OF THE WARM COLOR WHEEL. THE HIPSTER AND NOSTALGIC BOTTLE LABELS ALLOWS THESE COLORS TO BE SEEN BY THE CONSUMER, DRAWING THEIR ATTENTION TO NEW BELGIUM WHEN IT SITS ON THE STORE SHELF.





PACKAGING ANALYSIS

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THE NEW BELGIUM LOGO IS QUITE SIMPLE AND APPEALING WITH PURE, WARM, AND NATURAL EARTH TONES. THE LOGO IS DARK ORANGE/RED AND YELLOW OVAL SHAPE FEATURING WHITE FONT AND A VINTAGE BICYCLE WITH TEXT SPELLING OUT “NEW BELGIUM.” THE NEW BELGIUM LOGO HAS A VERY MODERN LOOK AND FEEL, YET IT HARKENS BACK TO A SIMPLER TIME, AS THE CLASSICALLY STYLED BIKE SUGGESTS.

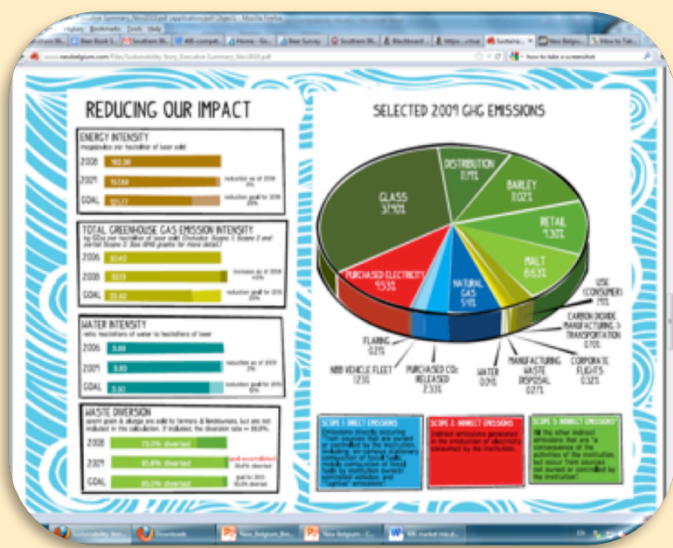




WEBSITE ANALYSIS

Alternatively Empowered

NEW BELGIUM'S WEBSITE IS A GREAT ONE. IT IS VERY NAVIGABLE, INTERACTIVE, AND EASY TO USE. NBB DESCRIBES THEIR CARBON EMISSIONS, PHILANTHROPY, AND EVERY BEER THEY SELL. THEY ALSO HAVE JUST ABOUT EVERYTHING ELSE YOU WOULD WANT TO KNOW, IN DETAIL. THE SITE IS VERY ATTRACTIVE AND COMFORTABLE. IT GIVES OFF THEIR "NATURAL" THEME WITH EARTHEN COLORS.



THE SUSTAINABLE BEER

PRINT ADVERTISEMENTS



Alternatively Empowered

NEW BELGIUM'S MOST PROMINENT PRINT AD IS FEATURED ON THE BACK OF ROLLING STONE, AND OTHER PUBLICATIONS. IT IS OF A MAN AND WOMAN WHIMSICALLY BALANCING THEMSELVES ON THEIR TRADEMARK FAT TIRE BICYCLE. THE CIRCUS-LIKE EXPERIENCE OF THE AD MAKES IT PLAYFUL AND FUN. EVEN MORE FUN, NOW THERE IS A LIFE-SIZE RECREATION OF THIS SCENE OUTSIDE THE BREWERY WHERE PATRONS CAN BE PHOTOGRAPHED WITH A REAL FAT TIRE BIKE.





BRAND EXPERIENCE

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THE BRAND EXPERIENCE FOR NEW BELGIUM IS SPECTACULAR IN WHICH THEY OFFER TOURS. NOT JUST ANY TOUR BUT A TOUR THAT SELLS FULL SERVINGS AND SAMPLES OF ALL BEERS ON TAP. THEY FEEL THAT A FULL BEER TO ITS COSTUMERS IS A BEAUTIFUL EXPERIENCE. THE BREWERY ALSO PROVIDES OUTDOOR SEATING, AND ON TOP OF EXPERIENCING A FULL CUP OF BEER, THE TOUR IS AT NO CHARGE WHICH THEY INCLUDE A COMPLEMENTARY GLASS THAT HAS THEIR LOGO.



TARGET MARKET SEGMENTATION



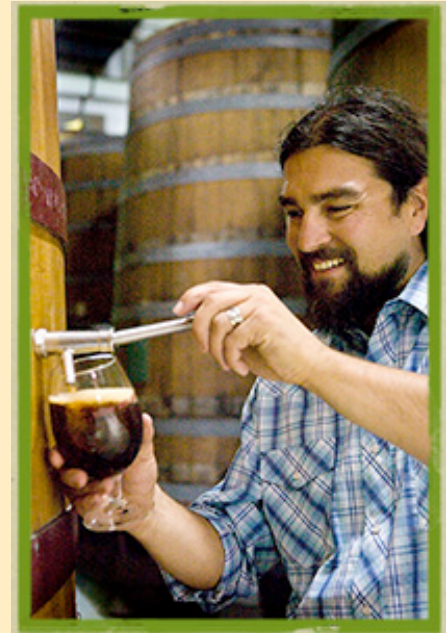
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TARGET MARKET SEGMENTATION:

- PRIMARY: MALES AND FEMALES, 26-30, CRAFT BEER DRINKERS AND BEER ENTHUSIASTS WHO UNDERSTAND OUR CORPORATE SOCIAL RESPONSIBILITY GOALS. WITH AN INCOME OF \$10,000 OR HIGHER.
- SECONDARY TARGET: MALE/FEMALES, 21-25. PEOPLE IN THEIR EARLY TWENTIES DRINK A LOT OF BEER. EXPOSING THEM TO NEW BELGIUM PRODUCTS EARLY WILL PROVE PROFITABLE BY CREATING BRAND LOYALTY. BY DOING THIS, NEW BELGIUM PRIMES ITS SECONDARY AUDIENCE TO LATER BECOME MEMBERS OF THE PRIMARY AUDIENCE.

DEMOGRAPHICS/PSYCHOGRAPHICS:

- MEN AND WOMEN IN CHICAGO LAND AREA WHO STAY ACTIVE AND LIVE A FULFILLING LIFE. COMMUNITY ACTIVISTS AND THOSE WHO ARE SELF MOTIVATED.





COMPETITIVE ANALYSIS

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THE COMPETITORS OF NEW BELGIUM CONSIST OF OTHER CRAFT SPECIALTY COMPANIES SUCH AS THE BOSTON BEER COMPANY (SAM ADAMS), SIERRA NEVADA, AND THE LARGE U.S. CORPORATE BEER COMPANIES. SIERRA NEVADA AND THE BOSTON BEER COMPANY DOMINATE THE MARKET SHARE AMONG THE CRAFT BEER SEGMENT. NEW BELGIUM IS THE THIRD LARGEST BREWER OF CRAFT BEER. ANHEUSER-BUSCH (NOW INBEV) AND MILLER COORS HOLD THE MARKET SHARE OF BEER, OVERALL. THESE LARGE COMPANIES RECENTLY PURCHASED SMALLER CRAFT BREWERIES, SUCH AS GOOSE ISLAND (ANHEUSER-BUSCH) AND BLUE MOON (MILLER COORS) IN ORDER TO EXPAND THEIR BRANDS AND CAPITALIZE ON ALREADY SUCCESSFUL CRAFT BREWERIES.





COMPETITIVE MATRIX

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Brands	New Belgium	Sierra Pale	Samuel Adams	Goose Island	Blue Moon
Philosophy	"Brewing with a conscious"	"Delightful interpretation of a classic style."	"Take pride in you beer"	"Seasonal styles of craft beer"	"A classic style, uniquely interpreted"
Design	Modern with a focus on an "outdoors" theme. Uses a variety of eye-catching colors to stand out. The labels are very attention grabbing use modern fonts with an older style water paint logo.	Focuses on environment. All bottles are brown with plant life and outdoors animals such as bears. The colors are typically green and brown.	Patriot colors, red, white, blue, and black. Often with a cartoon character	Variety of colors with a environmental theme. A more modern look.	Modern, trendy, logo is a moon with a ribbon like design that says name, uses blues, yellows, red, and oranges
Target Audience	21+, men and women	Men who are 21+ and active in outdoors as well as group activities.	Men who are 29+	21+, targets an overall younger crowd	25+, men and women
Price (6-pack)	\$9.00	\$8-\$10	\$9.00	\$10.00	\$10.00
History	Started by Jeff Lebesch and Kim Jordan in 1991 in Fort Collins. Focuses on ecofriendly practices and employee ownership. Brews inspired by a bicycle trip throughout Belgium from brewery to brewery.	Started in 1980 by Ken Grossman and Paul Camus in Chico, California. They expanded their hobby of home brewing. Named after the Sierra Mountains that founders loved to hike.	Developed in 1860 in St. Louis, chosen to be named after American patriot who was a brewer, re-established in 1950's and 1984 to Koch family after prohibition	Developed in May of 1988, in a brewpub in Chicago, IL by John Hall. Expanded in 1996 to another one in the Wrigley area of Chicago.	Launched at the Sandlot in Denver, Colorado.
Products	Sunshine Wheat, Fat tire, 1554, Blue Paddle, Trippel, Ranger IPA, Belgo IPA, Abbey, Mothership Wit, Snow Day, Dig, Le Terroir, Abbey Grand Cru, Kick, La Folie, L Fleur Misseu, Biere de Mars, Clutch, Cocoa Mole Ale, Prickly Passion, Fresh Hop, Old Cherry Ale, Kens Beer, Trip XI	Pale Ale, Porter, Torpedo "Extra"ipa, kellerweis, Hefeweizen	Boston Lager, Sam Adams Light, Boston Ale, Pale Ale, Cherry Wheat, Cream Stout, Brown Ale, Hefeweizen, Scotch Ale, Black Lager, Honey Porter, and Irish Red, alphine spring, summer ale, octoberfest, winter lager, Utopias	312 Wheat Ale, Honkers Ale, India Pale Ale, Nut Brown Ale, Matilda, Pere Jacques, Mid Winter, Summertime, Harvest Ale, Christmas Ale, Rd Felt, Naughty Goose, Juliet, Saison	Belgium Moon, Blue Moon, Pale Moon, Winter Abbey Ale, Spring Blonde Wheat Ale, Summer Honey Wheat Ale, Harvest Pumpkin Ale, Ans Spiced Amber Ale.





SWOT ANALYSIS

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OPPORTUNITIES

- DISTRIBUTE TO ALL US STATES AND INTERNATIONALLY
- UTILIZATION OF BREWERY WASTE COULD EFFECTIVELY POWER A SELF-SUSTAINING GREENHOUSE
- EXPANSION OF NEW BELGIUM TO FARMING AND ENERGY GENERATION INDUSTRIES
- GO BEYOND THE CRAFT BEER SEGMENT
- BECOME A SUSTAINABILITY COMPANY MODEL FOR ALL BUSINESSES
- CREATE A LIGHTER BEER FOR UNCULTURED PALATES

WEAKNESSES

- HIGH PRICE
- LIMITED FLAVORS
- LIMITED DISTRIBUTION
- LOW POPULARITY AMONG YOUNGER MARKET SEGMENTS

THREATS

- LOSING THE SPIRIT AND VALUES THAT THE COMPANY WAS FOUNDED ON
- BECOMING TOO LARGE WILL DISQUALIFY THEM FROM BEING DEFINED AS A CRAFT BEER
- BECOMING COMMERCIALIZED
- BEER DISTRIBUTION BEING LIMITED BY STATES
- BEING BOUGHT OUT BY “BIG BEER”

STRENGTHS

- EMPLOYEE OWNERSHIP
- HIGH INVOLVEMENT CULTURE
- PURPOSE-DRIVEN MOTIVES
- EXTENSIVE PHILANTHROPY
- GOAL FOR ZERO EMISSIONS
- CORPORATE RESPONSIBILITY
- SUCCESSFUL EVENTS
- “OPEN-BOOK” MANAGEMENT





OBJECTIVES

MARKETING OBJECTIVES

ONE OF THE MOST IMPORTANT ASPECTS OF A SUCCESSFUL MARKETING CAMPAIGN IS THE OBJECTIVES THAT ARE SET BEFORE THE CREATION AND IMPLEMENTATION OF THE CAMPAIGN. THESE OBJECTIVES ARE THE BASIC GOALS THAT WILL BE REACHED BY A SUCCESSFUL CAMPAIGN. OUR MARKETING OBJECTIVES PERTAIN TO THE CHICAGOLAND AREA DURING THE FISCAL YEAR OF 2012.

- WE AIM TO INCREASE MARKET SHARE BY 10%.
- WE AIM TO ACHIEVE 15% INCREASE IN CONSUMER AWARENESS OF NEW BELGIUM BETWEEN BOTH PRIMARY AND SECONDARY TARGET AUDIENCES (MALES AND FEMALES, AGES 21-30).



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OBJECTIVES

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COMMUNICATION OBJECTIVES

- OUR COMMUNICATION OBJECTIVES FOCUS ON WHO AND HOW WE PLAN TO INCREASE CONSUMPTION AND AWARENESS OF NEW BELGIUM IN THE CHICAGO AREA. THESE OBJECTIVES NARROW DOWN THE TARGET AUDIENCE OF THE CAMPAIGN, AS WELL AS COMMUNICATE THE FREQUENCY AND METHODS IN WHICH WE WILL TOUCH BASE WITH THIS AUDIENCE.
- WE AIM TO TARGET OUR ADVERTISING TO MALES AND FEMALES AGE 21-25 AND 26-30.
- WE AIM TO REACH 75% OF OUR TARGET AUDIENCE WITH AT LEAST FIVE TOUCH-POINTS THROUGHOUT THE YEAR.
- WE AIM TO USE MEDIA AND EVENTS THAT WILL EFFECTIVELY CREATE INTEREST AND VALUE FOR THE NEW BELGIUM BRAND.



OBJECTIVES



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MEDIA OBJECTIVES

- OUR BUDGET FOR THE NEW BELGIUM CAMPAIGN WILL BE STRETCHED AS FAR AS POSSIBLE WITH CHEAPER AND ALTERNATIVE ADVERTISING. WE WANT TO GET MORE PEOPLE INVOLVED WITH OUR BRAND AND FOLLOW WHAT SEEMS TO WORK FOR THE BRAND TODAY. OUR MEDIA OBJECTIVES WILL FOCUS ON PERSONALIZED EVENTS, NEW STRATEGIES IN GUERRILLA, AMBIENT, TRADITIONAL, AND NON-TRADITIONAL.





CREATIVE EXECUTION

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- TRADITIONAL MEDIA
- NON-TRADITIONAL MEDIA
- AMBIENT ADVERTISING
- GUERRILLA MARKETING





THE BIG IDEA

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THE SUSTAINABLE BEER

THE NEW BELGIUM BRANDING CAMPAIGN WILL BRING THE ENVIRONMENT AND CHICAGOANS CLOSER TOGETHER. OUR SLOGAN “THE SUSTAINABLE BEER” WILL BE USED THROUGHOUT OUR MEDIA. THE SUSTAINABLE BEER SLOGAN WILL LET OUR CONSUMERS BECOME AWARE OF KEEPING OUR ENVIRONMENT CLEAN AND SAFE WHILE DRINKING GOOD BEER.



THE SUSTAINABLE BEER



POWER BIKE

TO PROMOTE THE TAGLINE OF “THE SUSTAINABLE BEER”, A POWER BIKE WILL BE PLACED AT THE TASTE OF CHICAGO. THIS SYSTEM WILL CONSIST OF THE ICONIC FAT TIRE FLAGSHIP BIKE THAT WILL BE PLACED STATIONARY ON AN ELEMENT THAT WILL GENERATE POWER FOR A LIGHT SHOW OF A LOGO DISPLAY. THIS INTERACTIVE AND PLAYFUL ADVERTISEMENT WILL DRAW IN CONSUMERS AND CREATE PLAYFUL INTERACTION WITH THE BRAND. THE POWER BIKE WILL ALSO RECORD HOW MUCH ELECTRICITY WAS POWERED AND HOW MANY CARBON EMISSIONS WERE SAVED BY EACH INDIVIDUAL PARTICIPANT. COST: \$1,500.



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THE SUSTAINABLE BEER

WATER BOTTLE HOLDER

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- ALMOST EVERY BIKE HAS A PLACE FOR A WATER BOTTLE HOLDER TO BE EASILY INSTALLED. MADE FROM ALUMINUM, THE HOLDERS ARE MADE CHEAPLY FROM NEW BELGIUM'S RECYCLED BEER CANS. THIS IS AN EASY WAY TO ADD SOME OF NEW BELGIUM'S FLAIR AND LIFESTYLE TO ANY BICYCLE. WE WILL HAND 1,000 OF THESE OUT AT EVENTS. COST: \$2,000.



GUITAR PICKS & COOZIES

- GUITAR PICKS WOULD BE GARNERED WITH THE LOGO FOR PROMOTION AT MUSIC FESTIVALS AND COULD BE THROWN FROM THE STAGE BEFORE THE CONCERT BEGINS AT LOLLAPALOOZA. COST FOR 1,000 PICKS: \$300.
- NEW BELGIUM BREWING LOGOS WOULD BE PLACED ON NEW COOZIES THAT HAVE A BOTTLE OPENER IN THE BOTTOM OF THEM AND WOULD BE GIVEN OUT AT EVENTS. COST FOR 1,000 COOZIES: \$3,000.

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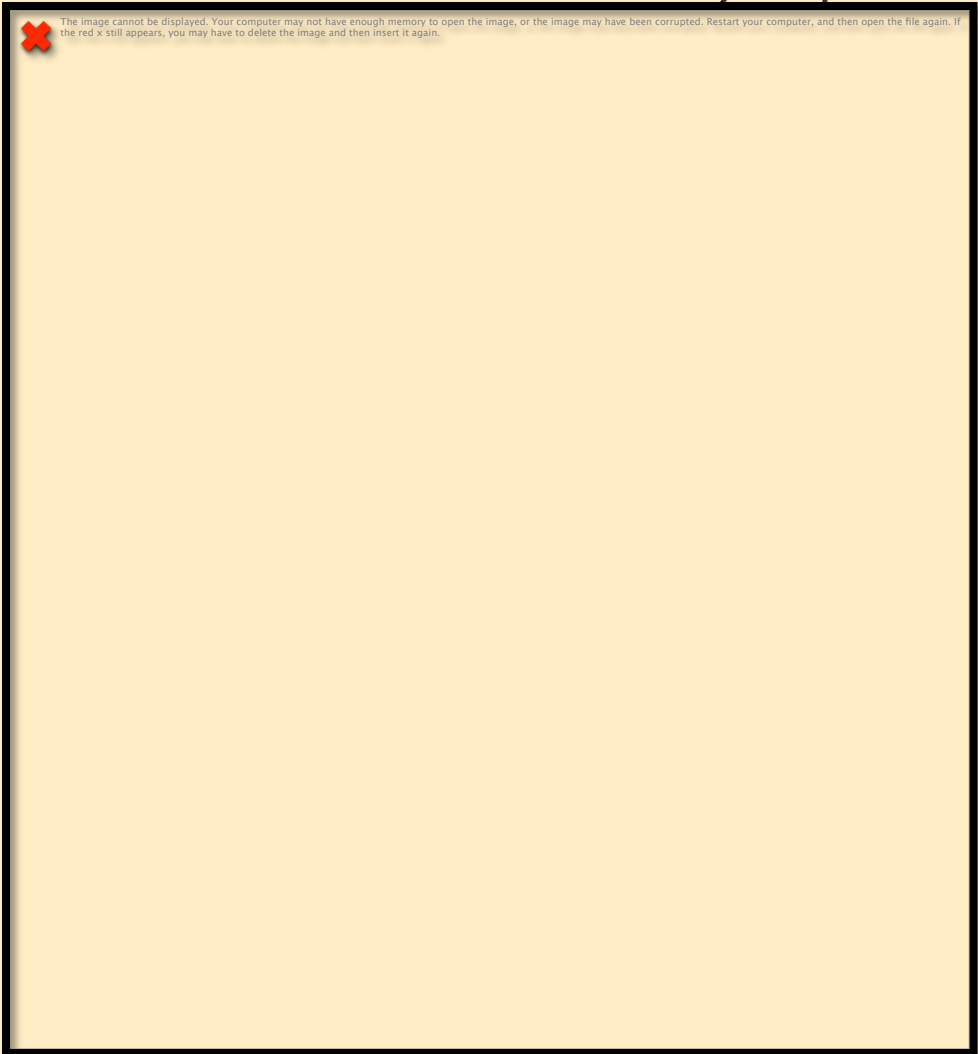




TAXI TOPPERS

Alternatively Empowered

TAXI CABS TOPS ARE FREQUENTLY USED FOR ADVERTISING. THIS ADVERTISEMENT WILL NOT ONLY PROMOTE NEW BELGIUM BEERS, BUT SAFE DRIVING PRACTICES, AS WELL. ATOP OF THE CAB WILL BE A SIGN IN THE SHAPE OF A FAT TIRE BEER BOTTLE THAT SAYS, "HAD A BEER? TAKE A CAB." THIS ADVERTISEMENT WILL ENCOURAGE PEOPLE TO DRINK OUR BEER AND ALSO PROMOTE THE TAXI CAB COMPANIES BY COERCING THEM TO TAKE A RIDE IN A CAB, INSTEAD OF DRIVING AFTER DRINKING. BY ADVERTISING BOTH OUR BEER AND THE TAXI CABS, WE WOULD RECEIVE A COST BREAK FROM CAB COMPANIES. COST: \$4,100.

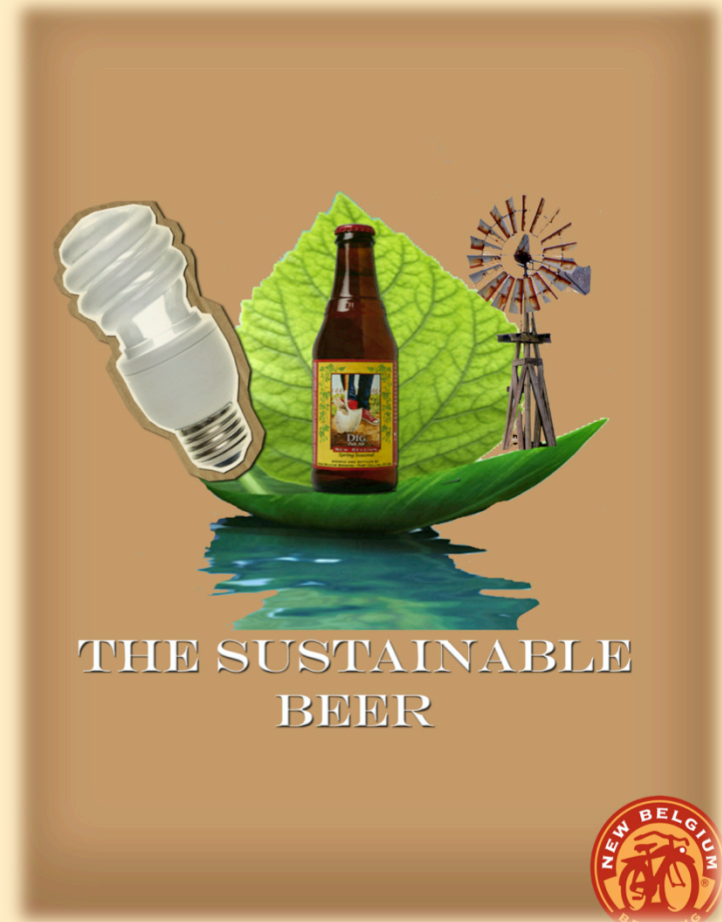


CHICAGO TRIBUNE ADVERTISEMENT



Alternatively Empowered

- THE TRIBUNE HAS A VERY LARGE PRINT CIRCULATION AND READERSHIP, WHICH IS WHY WE CHOSE TO SPEND ABOUT 25% OF OUR BUDGET.
- THE AD WILL BE RAN IN 7 ZONES OF THE CITY 3 TIMES TO PROMOTE NEW BELGIUM FOR UPCOMING EVENTS WHERE OUR BEER WILL BE FEATURED. IN TOTAL, THE EXPENSE IS \$21,500.





BILLBOARDS

Alternatively Empowered

BILLBOARDS

- THESE BILLBOARDS WILL RUN 3 TIMES FOR 1 MONTH EACH AT THE COST OF \$800 EACH. IN TOTAL, THE COST WOULD BE \$2,400. THESE ADS ARE SIMPLISTIC IN NATURE AND EASY ON THE EYES OF MOTORISTS.

- THE BILLBOARDS WILL BE PUT UP AROUND I-57 ON THE WAY INTO TOWN, NAPERVILLE, AND DOWNTOWN CHICAGO.





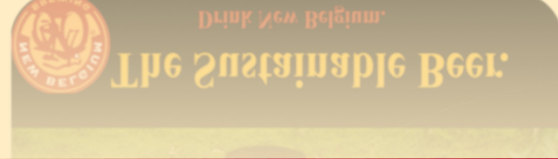
CHICAGO MAGAZINE ADVERTISEMENTS

Alternatively Empowered

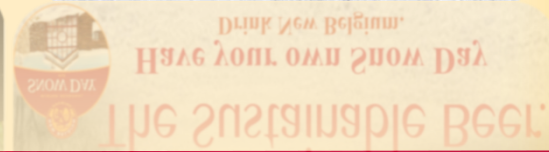
THESE LUSH ADVERTISEMENTS WILL BE RAN IN CHICAGO MAGAZINE 3 TIMES AT THE COST OF \$3,500. PEOPLE LOOK TO CHICAGO MAGAZINE WITH INTERESTS IN EVENTS, DINING, ENTERTAINMENT, AND FASHION. VISITORS AND RESIDENTS OF CHICAGO PICK IT UP TO PLAN THEIR WEEKEND. THIS MAKES THE PUBLICATION A PERFECT MATCH FOR NEW BELGIUM.



 **The Sustainable Beer.**
Drink New Belgium.



 **The Sustainable Beer.**
Have your own Snow Day
Drink New Belgium.



PANDORA AD



Alternatively Empowered

PANDORA INTERNET RADIO HAS MILLIONS OF UNIQUE USERS EVERYDAY. MANY OF THESE USERS ARE APART OF OUR TARGET AUDIENCE. THE PERSONALIZATION AND FEELING OF BEING IN-CHARGE ATTRACTS THEM TO THE WEBSITE. WITH AD REVENUE DRIVING THE SITE, NEW BELGIUM CAN TAKE ADVANTAGE OF THE GROWING NUMBER OF POTENTIAL CONSUMERS. COMMERCIALS RUN AT 15 OR THIRTY SECONDS AND ARE ACCOMPANIED WITH A BANNER AND TILE AD. THESE ADS ARE ONLY SHOWN WHEN THE CONSUMER IS DIRECTLY INTERACTING WITH THEIR MOBILE DEVICE. IMPRESSIONS ARE HIGH AND SO IS THE POTENTIAL FOR NEW BUSINESS. AD SPACE COSTS \$15 PER 1,000 IMPRESSIONS. WE AIM TO PURCHASE 60,000 IMPRESSIONS AT \$990.



The screenshot shows a Pandora web player interface. The main content area displays a music player for Drake's 'Take Care' (Deluxe Version), which is currently paused. Below the player, there is an 'About Drake' section with a brief biography and a 'Similar Artists' list including Lil Wayne, DJ Khaled, Eminem, and Kanye West & Jay-Z. A sidebar on the right features a large green recycling symbol with a bottle of New Belgium beer in the center. Text in the sidebar reads 'THE SUSTAINABLE BEER' and 'Visit our website to win a free tour for 6 friends to The New Belgium Brewery'. The New Belgium Brewing logo is also present in the bottom right corner of the sidebar. At the bottom of the page, there is a footer with links for 'Company', 'Music Genre Stations', and 'Pandora Everywhere'.

THE SUSTAINABLE BEER



NEW BELGIUM FAT TIRE MOBILE APP

Alternatively Empowered

THIS APPLICATION WILL BE A BIKE RACING GAME THAT PEOPLE CAN DOWNLOAD ON THEIR TOUCH SCREEN PHONES OR TABLET DEVICES. BY GUIDING THEIR BIKE ON THE SCREEN THEY CAN COMPETE AGAINST FRIENDS OR RANDOM OPPONENTS THAT HAVE ALSO DOWNLOADED THE APP. AFTER EACH RACE THEY WILL BE GIVEN A FACT OR TIP ABOUT RECYCLING. THEY CAN ALSO CHECK OUT CURRENT NEW BELGIUM NEWS. INFORMATION AVAILABLE WILL BE: NEW BEERS, BEER LOCATOR AND RECENT NEW BELGIUM BREWERY NEWS SUCH AS THE RECENT OPENING OF THE ASHVILLE, NORTH CAROLINA BREWERY.



WE PUT A LOT OF MONEY INTO THIS APP BECAUSE IT HAS GREAT POTENTIAL FOR REACH AND FOR USE ALL YEAR LONG. COST: \$10,000



LOLLAPALOOZA

Alternatively Empowered

LOLLAPALOOZA IS ONE OF THE BIGGEST EVENTS THE CITY OF CHICAGO PUTS ON. THE 3 DAY EVENT DRAWS AN AVERAGE CROWD OF OVER 160,000. WITH THIS TYPE OF EXPOSURE AT THE ENTRANCE, NEW BELGIUM WILL GAIN BRAND RECOGNITION AMONG OUR TARGET AUDIENCE. THE COST FOR PARTICIPATING IN LOLLAPALOOZA'S 3-DAY EVENT STARTS AT \$5,675.



THE SUSTAINABLE BEER



TASTE OF CHICAGO

Alternatively Empowered

- NEW BELGIUM WILL BECOME A VENDOR AT THE TASTE OF CHICAGO PROMOTING ALL BEER BRANDS
- NEW BELGIUM WILL ALSO DISTRIBUTE PRETZEL NECKLACES FOR ALL UPCOMING EVENTS. FOR EACH PURCHASE OF BEER, NAMES WILL BE RECORDED FOR A CHANCE TO WIN A FAT TIRE BIKE. COST: \$3,500



THE SUSTAINABLE BEER



SUSTAINABILITY PROJECT

Alternatively Empowered

- NEW BELGIUM DRINKERS TEND TO PAY MORE ATTENTION TO THE WORLD AROUND THEM AND THEIR EFFECT ON THE PLANET. WE PLAN TO INTRODUCE A SUSTAINABILITY PROJECT THAT WILL GIVE PEOPLE THE OPPORTUNITY TO USE THEIR IMAGINATION AND CREATIVE TECHNIQUES TO BUILD A ECO-FRIENDLY DEVICE. THIS CAN BE ANYTHING FROM A RECYCLED HYDROPONIC SYSTEM TO A ALTERNATIVELY POWERED WINDMILL. THE GUIDELINES ARE AS FOLLOWS: ALL MATERIALS MUST BE RECYCLED NEW BELGIUM BEER CANS, BOTTLES, CAPS, PACKAGING ETC. THE IDEA MUST BE ABLE TO BE BUILT ON A MASS SCALE, AS NEW BELGIUM WILL TAKE THE TOP THREE IDEAS THAT INVOLVE WIND, WATER, AND AIR AND INTRODUCE THEM IN ENVIRONMENT'S WHERE THEY ARE NEEDED.
- Cost: \$5,000

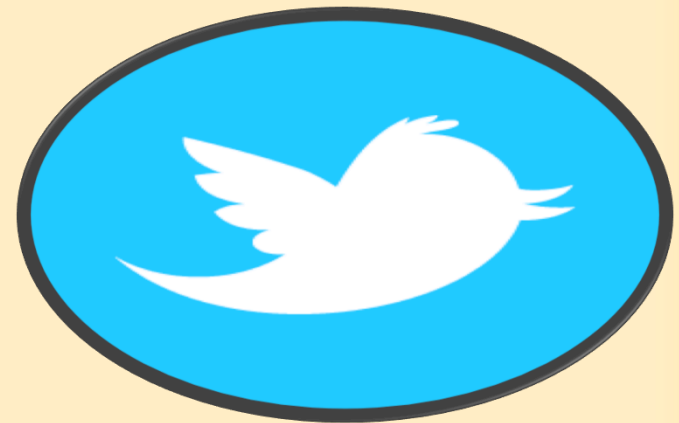




FACEBOOK & TWITTER

Alternatively Empowered

OUR FACEBOOK AND TWITTER INTERACTIONS WILL GIVE CONSUMERS THE MOST RECENT NEWS ABOUT NEW BELGIUM. PEOPLE CAN SUBMIT THEIR PERSON STORIES, PICTURES AND CONTEST ENTRIES THROUGH THE SOCIAL MEDIA WEBSITES. MAKING THE CONSUMER FEEL APART OF THE COMPANY IS ESSENTIAL TO KEEPING LOYAL DRINKERS. HAVING CONSTANT INFORMATION ABOUT WHAT PRODUCTS CONSUMERS LIKE AND DISLIKE WILL KEEP THE COMPANY AWARE OF POSSIBLE CHANGES NEEDED. PEOPLE WILL ALSO BE ABLE TO POST THEIR SUSTAINABILITY PROJECTS ON THESE SOCIAL MEDIA SITES.





BUDGET GRAPHS

Alternatively Empowered



- TRADITIONAL
- CHICAGO MAGAZINE
- BILLBOARDS
- CHICAGO TRIBUNE
- NON-TRADITIONAL
- TASTE OF CHICAGO
- LOLLAPALOOZA
- GUERILLA
- POWER BIKE
- PANDORA
- BIKE RACE GAME
- SUSTAINABILITY PROJECT
- AMBIENT
- WATER BOTTLE HOLDERS
- GUITAR PICKS



TRADITIONAL	
CHICAGO MAGAZINE	\$3,500
BILLBOARDS	\$2,400
CHICAGO TRIBUNE	\$21,500
NON-TRADITIONAL	
TASTE OF CHICAGO	\$3,500
LOLLAPALOOZA	\$5,700
GUERILLA	
POWER BIKE	\$1,500
PANDORA	\$990
BIKE RACE GAME	\$10,000
SUSTAINABILITY PROJECT	\$5,000
AMBIENT	
WATER BOTTLE HOLDERS	\$2,000
GUITAR PICKS	\$300
COOZIE/BOTTLE OPENERS	\$3,000
TAXI TOPPERS	\$4,100
TOTAL	\$63,490



FLOW CHART

Alternatively Empowered

NEW BELGIUM BREWING																																																														
AD CAMPAIGN																																																														
		JANUARY			FEBRUARY			MARCH			APRIL			MAY			JUNE			JULY			AUGUST			SEPTEMBER			OCTOBER			NOVEMBER			DECEMBER			Total Costs																								
		7	14	21	28	6	13	20	27	5	12	19	26	2	9	16	23	30	7	14	21	28	4	11	18	25	1	8	15	22	30	6	13	20	27	3	10	17	24	0	7	14	21	28	4	11	18	25	3	10	17	24	#	7	14	21	#					
Traditional Media																																																														
Chicago Magazine		█	█	█	█																																																					3500.00				
Billboards		█	█	█	█													█	█	█	█	█	█	█	█																																					2400.00
Chicago Tribune																																																										21500.00				
Non Traditional/Promotional																																																														
Taste Of Chicago																																																										3500.00				
Wofapalooza																																																										5700.00				
Ambient/Guerilla																																																														
Pandora		█				█				█				█				█				█				█				█				█				█				█				█				█				990.00								
Power bike																																																										1500.00				
Water bottle holders		█	█	█	█																																																					2000.00				
Sulzar picks																																																										300.00				
Coozie/bottle openers		█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█					3000.00				
Taxi toppers		█	█	█	█																																																									4100.00
Bike race game		█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█					10000.00				
Sustainability project		█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█					5000.00				
																																						63490.00																								





IMPRESSIONS

Alternatively Empowered

TRADITIONAL	
CHICAGO MAGAZINE	165,000
BILLBOARDS	90,000
CHICAGO TRIBUNE	1,200,000
NON-TRADITIONAL	
TASTE OF CHICAGO	2,350,000
LOLLAPALOOZA	270,000
GUERRILLA	
POWER BIKE	800,000
PANDORA	60,000
BIKE RACE GAME	50,000,000
SUSTAINABILITY PROJECT	150,000
AMBIENT	
WATER BOTTLE HOLDERS	1,000
GUITAR PICKS	1,000
COOZIE/BOTTLE OPENERS	1,000
TAXI TOPPERS	600,000
TOTAL	55,688,000





EVALUATION AND CONTINUITY

Alternatively Empowered

EVALUATION

- AT THE END OF THE FISCAL YEAR OF 2013, NEW BELGIUM WILL EVALUATE SALES INCREASES AND BRAND AWARENESS RESULTS FROM THIS CAMPAIGN AND PROPERLY ALLOCATE LEFTOVER FUNDS TO SUIT THE NEEDS AT HAND, SUCH AS PROBLEMS FROM COMPETITORS. MEASUREABLE RESULTS WILL BE SEEN BY DIRECTLY BY ASPECTS LIKE: SOCIAL MEDIA ACTIVITY, APP SALES, ENTRIES FROM THE SUSTAINABILITY PROJECT, PARTICIPATION IN EVENTS, ETC.

CONTINUITY

- CONSIDERING OUR BUDGET OF \$80,000, WE LEFT A RATHER LARGE AMOUNT OF OUR MONEY OVER TO USE LATER ON IN THE CAMPAIGN IF NEEDED, **\$16,510.**

