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September 4-6, 1988

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Dear Glenn:

Now that the four-day "Fifth Annual National Microbrewers Conference" is over and I have had time to sleep it off, I am writing up the 20 formal interviews I conducted with participants--brewing company owners, brewery association officials, people considering or in the process of starting up a brewery, and beer experts. The conference ended yesterday with a bus tour of the four Chicago brewpubs, and by then I had gotten to know the natives well enough (beer as social lubricant was a recurring theme in banquet speeches) to hang out at the bar and listen to gossip about who is doing well, who hates who, who is jumping ship to another brewery, and whose brewery is probably going to fail.

Howard Becker once taught me that writing a letter such as this one to a collaborator, laying down informally musings and insights soon after such a stint in the field, is the best way initially to come to grips with ethnographic data in relation to the research project. So I will go to this letter and add observations as I am beginning to write up the interviews. This and a subsequent letter will constitute a first rough cut at my analysis of what my observations and interviews taught me. Some of this will show up in the Times article as well, I suspect. Parts of this hasty initial letter will also undoubtedly seem like simple preliminary throat-clearing once I get further into the analysis, so bear with me.

I think you will find your investment in this excursion well worth it. It was for me an extremely intense submersion (forgive the inevitable liquid imagery) in the beer brewing business--some days went from 7:30 am to past 11:00 at night--and like most conferences, much of what happened was not in formal sessions. In fact, once I learned that the entire proceedings were being taped and the transcripts to be made available (I have ordered them, see enclosed invoice) by early November, I ignored all but two of the sessions and sought out a variety of people to talk to.

The Time's credential on my name tag was valuable. After the first few sallies forth to introduce myself to potential interviewees, my identity quickly became known among many of the 400 or so participants (the only other press representatives that I saw interviewing people were from the several brewing trade publications, with a possible exception mentioned below). Charlie Papazian, Director, Institute for Fermentation and Brewing Studies--who informants told me is one of the three most influential individuals in the "American brewing renaissance"¹--and Daniel Bradford--second in command and Marketing Director, Great American Beer Festival, Boulder, Colorado²--quickly sought me out and said they would be happy to talk with me and recommended people to interview. I took a couple of their suggestions, noted in the write-ups, but I preferred to locate my own by random walk (perhaps sometimes stagger) to minimize any potential bias. There was a Japanese intensity of business card exchanging at the conference, and after a while people began handing me friends' cards in the hope I would talk with them. I have a wad of them that would choke a Clydesdale.

It quickly became obvious that to be seen being interviewed by the "Times' reporter" was a mark of prestige at the conference. The quiet alcove in the corridor of the Drake Hotel leading to the conference rooms where I found a comfortable sofa, stuffed chairs, coffee table, and lamp to talk to individuals soon was jokingly called the "Times Office." A few interviewees told me that they had called their wives immediately to tell them that they had been interviewed by the NYT. Most of them badly want for me to mention their names in my article, which will prove to be a disappointment for most. That is partly why I have so many interviews--and contacts with many others I did not have time to sit down with.

I admit I thoroughly enjoyed the status afforded me at the conference, but the reason for telling you this is to lay down the obligatory admission that the intrepid fieldworker noticeably disturbed the patterns of the natives he was sent to observe. I was in many ways a participant as well as an observer at this conference. Probably the highest status person there (certainly the most feared by brewers), besides Fritz Maytag, Charlie Papazian, and possibly Jim Koch of Boston Brewing, was the British beer writer Michael Jackson, considered the "world's undisputed leading authority on beer" by The Wine Advocate and by everyone else who mentioned him.³ When he saw who I represented, I was immediately invited up to his hotel room to look over the page proofs of his new book. He gave me all the time I wanted in obvious hopes that I would plug his new book. He was pleased that I had a copy of his The Simon & Schuster Pocket Guide to Beer in my coat pocket and had read it

¹The three are Charlie Papazian, Michael Jackson, and Fritz Maytag.

²These are 2 of the 3 associations under the umbrella Association of Brewers; the third is the Home Brewers Association--and all were founded by Charlie P. I believe.

³ See the M. Jackson interview and my commentary on him, and the xeroxed pages on the American brewing scene from his forthcoming book, the revised World Guide to Beer, which I will send to you--see xerox receipt.

before the conference. As I spent time with him and found his more amusing sides, I was reminded of a Yorkshireman Paul Hirsch, not only in eccentric visage and demeanor, but in his good-humored kindness, his self-acknowledged attention to self-promotion, and his instinct for the political advantage in social situations--nothing I haven't told Paul of my perceptions of him.⁴

I stayed close to Jackson during much of the Saturday brewpub crawl and tour, watching him formally taste the beers and listening to his commentary on the beers as he made notes. He also held a "guided tour" tasting of over a dozen personally selected beers for 250-300 of the participants Thursday night. Although he is long-winded and can be a royal beer-bore (many in attendance groaned that the tasting and his commentary droned on far too late into the night), I told him accurately that one week of reading his stuff followed by hearing him describe the beers as we tasted them had given me an extraordinary education in beer styles and qualities. His direct influence on the kinds of beers being brewed by the new microbreweries is generally admitted to be enormous. (Seeing the nervousness of the brewers as they offered him samples and watched him make notes was proof of this.)

I also carefully explained to everyone I interviewed that I was wearing two hats, that I was a sociologist involved in a collaborative study of the brewing industry. I answered all questions on this point as well as I could, often pointing out that we had not yet reached any major conclusions--which was a convenient and honest way to turn the interview to what the other fellow thought was going on. On Friday afternoon Jack Erickson, another authority on beers and author of the 1977 Star Spangled Beer: A Guide to America's New Microbreweries and Brewpubs (self-published under the Red Brick Press name), and of the forthcoming Great Cooking with Beer, introduced himself to me, gave me a copy of his first book⁵ and asked about my work. He was very interested in our study and I gave him your phone number. He has a journalism background and may also have been researching an article--the last time I saw him he said hurriedly to me that he was leaving to be interviewed on TV. I'm sure Michael J. will also publish something somewhere on the conference--he said he tries to wear at least 3 hats at all times, aiming his journalism wherever he can--see this month's Playboy for a current example.

I typed up a two-page protocol, based on the notes I took during our telephone conversation, containing an outline of questions to ask interviewees (copy enclosed). Although I tried to cover all the points of part 1) for everyone, I admit there were a couple of omissions such as the age of a Pennsylvania woman (one of the few, if not the only, female owners of a

⁴I was amused that two people mistook me for Jackson on the basis of points of physical description that they were given by others; although we don't look alike, we both looked very different than most people there in beard and hair.

⁵Again this was in acknowledged hopes of a plug. I have not yet had time to read it carefully. Have you read it? Any book will necessarily be outdated on the subject as soon as it appears, let alone one year later; Michael J. even admitted that his own page proofs were already outdated.

microbrewery) whose clothes and make-up clearly signaled she wished to be taken for younger than her actual late 40's-early-50's age. Some of the young and inexperienced brewing craftsmen, potential investors, or entrepreneurs had such a small fund of knowledge about the industry as a whole--which is why they were there--that I found it useless to ask probing questions about the structure of the industry; those I sometimes limited to answering mainly the first, more personally-directed inquiries. The spontaneous sweep of several informants' conversation was such that I felt it better to let them go their own direction for portions of the interview, such that topics were covered in varying orders, and some points were inevitably overlooked.

Once I saw that I would have such a wealth of fieldwork data, I worried less about tight parallels in the structure of the interviews. This was reinforced by the fact that the more naive informants consistently repeated the current line, metaphor by metaphor, at the conference about the state of the microbrewing industry--often repeating the words and imagery (Wonderbread is to the growing popularity of fine hearth bakers as the Big Guy brewers are to microbrewers was a favorite) that they had just heard from experts at the podium with little of their own originality to add.

[However, this being said, what most struck me--and was confirmed by Charlie P, Daniel H., Nancy Smith Hall (news editor for New Brewer, published by Papazian as the official journal of the Institute for Fermentation Studies) and others in asking for their general observations on who was seeking to enter the microbrewing and brewpub business--was the diversity of backgrounds of those who were getting into, or considering getting into, the business. I believe that there were more restauranters than any other single group represented; but restauranters are often more entrepreneurs than chefs or anyone deeply committed to the restaurant business, so if those were lumped with other entrepreneurs, perhaps the latter would be the most common background. Another fairly common background was an amateur status as serious home-brewer--more on this later. Professional backgrounds included nuclear engineering and kindergarten teacher, professional dancer, and history teacher for the association founders and honchos alone.

For the rest, engineers of various kinds, pharmaceutical researchers, business school graduates, a Guggenheim-winning professional photographer, beer distributor, urban transit expert, clinical psychologists, marketing, admitted drug fiend, New Age visionary, made up the brewing company owners, brewmasters, sales chiefs, and those contemplating getting into the business.]

I must admit that this was one of the few large gatherings of people that was also large in the sense of corporeality--I have seldom felt so average-sized in a large group. There I did blend in to the crowd. My 220 pounds was puny here--I was most amused by the two 300+ lb. practicing clinical psychologists who were considering opening in partnership the first brewpub or contract brewery on Long Island. I was reluctant to ask if they had a specialty in their joint practice--eating disorders? And although the three association leaders were thin and even slight (Nancy Smith Hall is a professional dancer) in build, looking around the banquet halls it was apparent that many of these people gained great enjoyment from food and drink --the food provided by the Drake was good and was consumed in prodigious

amounts along with beer at the midday and evening buffets as well as the two formal banquets.

While the amount of beer put down was awesome, I observed no bothersome drunkenness whatsoever at any point during the conference. Most of these people were extraordinarily jovial, pleasant, and honest with one another. Although they openly and unabashedly loved the intoxicative qualities of beer, they did not act like louts or luses. They seemed the kind of men (for the vast majority were men) who after being fortified with much morning coffee routinely consumed beer throughout the day and held it well. Not a bottle of wine in sight, although several told me they were also fond of harder stuff, especially fine whiskeys of various kinds (they link whiskey with beer in the way cognac is linked with wine as the distilled version of the fermented beverage, carrying a similar technical process further). Michael J. has a new guide book to whiskey as well, and I learned a thing or three about my favorite bourbons from him.

There is a human spiritual affinity with alcohol, and these folks often brought up that Bacchic verity in various guises--several of these guys could reach back to classical mythology and entomology for metaphors. Buffalo Bill of Hayward, Calif. said loudly over the banquet table to the marketing guy who boasted of being in MENSA that he himself had been a poor student and is just "in the alcohol business. There are two things that men will pay money for that you can give them and they will come back for more, and I sell one of them" (not a drug reference per se, but a reference to booze and whores). Buffalo Bill then turned to me and asked if I had ever seen the book Suburbia. Sure, I said, I used to stock it when I managed a book store in Southern California in the early 1970s. A sociologically-oriented photography book, I recollected, and acknowledged I had forgotten who the photographer-author was. "Bill Owens," he replied, "but I've since put my cameras away for the alcohol business."

A popular topic schmoozing at the beer buffet and in banquet speeches was last year's published study by the U. of Penn anthropologist--Katz--that argued human beings first settled down from a nomadic existence in order to brew beer. Papazian promised to send me a copy and when he asked about my opinion of the article, I said that when I read about it last year, it reminded me of the theory that Rome fell because of lead plumbing. Fine hypothesis so long as you don't forget about the Visigoths and Huns and Christians and political history. Brewing, basically a primitive biochemical process to render hard grain palatable and very akin to baking, may be a real factor in urbanization, I admitted, but being cautious of single-cause explanations for big social changes was a point we had just raised in regard to the brewing industry, I reminded him.

Every such meeting of people excited about possibilities has its own styles of humor, and the relations between sex and beer were invoked here too. The brewers often lamented that women didn't really understand why men like to make as well as drink beer (I blandly observed that men generally ferment, brew, and distill while women bake in European culture). You can bet these guys regularly bore a number of wives and girlfriends. The bind is that when men get loosened up by beer, they think more freely about sex and lament the

absence of women. The spirituality of making and drinking booze has aspects of sexual power as well as control of other men through controlling a scarce and valued substance--another example of sex = booze as spiritual good. Then would come the acknowledgment that women civilize men, that without them we would drink, belch, fart, and fight without control. (Here at the bar one afternoon I took the opportunity to tell a few of them the plot outline of *Lysistrata*.)

Many jokes had to do with the possibility of opening the first brewpub combined with a Nevada brothel, and fantasizing about the name--putting labels on beer and breweries was another cultural part of this business that was often in play. The options ran the usual alliterative route: Brew 'n Blow, Screw 'n Brew, Tits 'n Tap, Keg 'n Cunt, Fuck 'n Ferment, etc. (My wife found these to be gross and correctly remarked that probably no women were present during the telling of these jokes.)

As expected, rumors were a common coin. At the heavily used men's restroom near the buffet room one day, I heard a man say to the fellow at the next urinal, "Did you hear about what's happening at Huber?" "Yeah," came the reply, "that's why I had to run and take a piss. Damn, I'm going to skip the next session and make some phone calls. I've got to see how many caps and labels I have stored up." (Huber is a major Wisconsin contract brewer for midwest microbrew companies without their own brewery, such as Berghoff and Ambier.)

Dark-suited representatives of Miller and Anheuser-Busch were present (role?). It was repeated over and over that the Big Guys were friends, not enemies and are being very supportive of the movement, believing that the brewing renaissance will benefit everyone. Several people mentioned that the further they get into the business, the more that they respect what the Big Guys can do: the volume of consistently decent beer with extraordinarily high levels of quality control amazes the microbrewers as they understand the difficulties of brewing better. The Big Guys have made a generally consistently sound product from an inherently unstable biological process. However, Fritz Maytag's speech contains clear anti-mega brewery sentiments and accuses them of increasingly harboring anti-microbrewery feelings.

[Labels are considered extremely important--see Fritz Maytag's speech--by many I talked with informally and formally. Many have collected beer labels for years as an amateur, and labels retain a highly symbolic part of a beer's identity. Brand loyalty is label loyalty. Labels are resurrected and copied to make new ones (Dave Heidrich at Oldenberg said they look at their huge collection to copy elements of old labels). "How can other restaurant patrons see that the distinguished man in the expensive Italian suit is ordering your specialty beer if it is served to him in a plain mug?" asked Ed Janus, president of Capital Brewing Co. at a session on marketing. Brands exist physically as labels, labels convey status, and brewers have to create status for their new beers. As several people said, you can brew the world's best beer, but if no one knows about it, you fail. The colonial label of Wm. Penn beer is a good example of the strategic importance of marketing through label design, as laid out in the interview with Fran Cattani.]

I'll continue this in a letter to follow as I complete the write-ups of the interviews. Enclosures include a list of the 216 people who pre-registered for the conference (I believe more than 100 more registered during the conference), invoice and receipts, and a good deal of printed material available at the conference that I xeroxed or got duplicates of. Also, I have already received in the mail several back issues of the Institute of Fermentation and Brewing Studies⁶ trade magazine, The New Brewer and a list of North American Microbreweries and Brewpubs updated to June 20, 1988.

I have learned through scuttlebutt (Paul Hirsch at the Academy meetings) that my initial guess as to why INSEAD didn't give me an offer was substantially correct. Although I had some supporters, I was considered too "scholarly," too "serious" for their present identities. My job talk had too many points and didn't look like what this business school likes to give the executives whose corporations pay enormous fees to have them attend short training courses (the bread and butter for this unendowed institution). I guess I should have invoked the KISS rule there: keep it short, simple, and stupid. Hell, I even bought my first dark business suit for the occasion. Wendy Griswold told my wife that given what they wanted, I wouldn't have been happy there despite the attractive European setting. (This morning--now Tuesday--I got a message on my answering machine to call the London Business School, where I have also applied. Who knows?)

Much more to come.

Best wishes,



Dennis Ray Wheaton

enclosures

⁶On seeing the name of this association, a friend remarked that it sounded like something invented and best pronounced by W.C. Fields.

PROTOCOL

- 1) Vignettes about particular brewpubs and microbreweries. (Show any variation of products and organizational forms that are appearing. What is the variation within firms: highly specialized vs. broader and more diverse strategy.)
 - a) name
 - b) age
 - c) business location, history
 - d) employment background
 - e) kinds of beers made
 - f) how much beer made in week, in month
 - g) profile of clientele.
- 2) What was your motivation for opening a brewery (brewpub)?
- 3) Where did you get the idea to open a brewery (brewpub)?
- 4) What was the source of the design or form for your business?
- 5) How did you finance your brewery (brewpub)? Details of capitalization.
- 6) What do you think of the microbrewers association itself?
- 7) For brewpub owners: Have you thought about whether to franchise or expand?
- 8) What do you think is behind the microbrewery movement in general?
- 9) Why is it so popular right now?
- 10) What do you see as the future of demands in the industry and the structure of the industry?
- 11) What will be the eventual extent of the market?

- 12) Are you recruiting customers away from the majors or are you making new customers for beer?
- 13) What will you do if and when the major brewers come back at you?
- 14) What about the specific strategy of your firm?
- 15) What is distinctive about what you are doing that keeps anyone else from imitating and stealing your market? -
- 16) In general, what kind of competition do you expect and what can you do about it?

1988 National Microbrewers Conference Interviews

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Director, Institute for Fermentation and Brewing Studies
Director, Fifth Annual National Microbrewers Conference
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Boulder, Colorado 80306
(303) 447-0816
- 2). Daniel Bradford p. 7
Director, Great American Beer Festival
Boulder, Colorado
Marketing Director
Institute for Fermentation and Brewing Studies
(303) 447-0816
- 3) Nancy Smith Hall p. 11
News Editor of The New Brewer
Association of Brewers
P.O. Box 287
Boulder, Colorado 80306
(303) 447-0816
- 4) Michael Jackson p. 16
Journalist, beer authority, and author of beer guides
23 Nasmyth Street
London W6 OHA, England
(01) 741-2034

II. Microbrewers (& Regional)

- 5) Miguel Belonis p. 27
Sales Representative, The Redhook Ale Brewery (microbrewery)
4620 Leary Way Northwest
Seattle, Washington 98107
(206) 784-0800
- 6) Dave Heidrich p. 29
Vice President and General Manager, Oldenberg Brewery (microbrewery)
I-75 and Buttermilk Pike
Fort Mitchell, Kentucky 4107
(606) 341-2800
- 7) Geoffrey L. Larson p. 32
Chinook Alaskan Brewing & Bottling Co. (microbrewery)

P.O. Box 1053
Douglas, Alaska 99824
(907) 780-5866

- 8) Fritz Maytag p. 36
President Anchor Steam Beer (regional brewery)
1705 Mariposa St.
San Francisco, California 94107
(415) 863-8350
- 9) Fritz Maytag p. 43
Notes on keynote speech:
Beer Industry--Then, Now, Tomorrow
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- 10) Jack Owen p. 50
Brewmaster, Dubuque Star Brewing Co. (microbrewery/resurrected regional)
East Fourth St.
P.O. Box 1248
Dubuque, Iowa 52001
(319) 582-1867
- 11) Carol A. Stoudt p. 55
Owner, Stoudt Brewing Company (microbrewery)
P.O. Box 809, Rt. 272
Adamstown, Pennsylvania 19501
(215) 484-4385, 484-4387 (brewery) & 484-4317 (home)
- 12) Brad M. Veitch p. 61
Head Brewer, Wellington County Brewery Limited (microbrewery)
950 Woodlawn Rd., Guelph, Ontario N1K 1B8
(519) 837-2337

III. Brewpub Owners and Potentials

- 13) Bill Owens p. 63
Owner, Buffalo Bill's BrewPub (brewpub)
1082 B. St.
Hayward, California 94541
(415) 886-9823
(415) 538-9500 "a.m. please"
- 14) Philip Rogers p. 69
Owner, Calistoga Inn (brewpub attached to inn/restaurant)
1250 Lincoln Avenue
Calistoga, California 94515
(707) 942-4104
- 15) R. Stephen Vilmain p. 72
General Manager, Drake Diner (starting up a brewpub)
1111 25th St.

Des Moines, Iowa 50311
(515) 277-1111

- 16) Duane Bateman p. 75
President, Farewell Bend Brewery (brewpub in planning stage)
16322 Skyliners Road
Bend, Oregon 97701
(503) 388-8382

- 17) Harry Cabot p. 77
Owner, Pine Cone Public House (brewpub in planning stage)
Friendship St.
Waldoboro, Maine 04572
(207) 832-6337

IV. Contract Brewers

- 18) Francis W. Cattani p. 81
Marketing Manager
William Penn Brewing Company (contract brewer)
680 Middletown Blvd.
P.O. Box L-565
Langhorne, Bucks Co., Pennsylvania 19047
(215) 781-9771

- 19) Craig J. Chaitoff p. 92
Part Owner
The Cleveland Brewing Company (contract brewer)
2456 Lakeside Avenue
Cleveland, Ohio 44114
(216) 694-ERIN
(216) 668-1480

V. Brewing Equipment & Beer Distributors

- 20) Thomas M. Burns, Jr. p. 96
President & Brewmaster
Ambier Brewing Systems (brewing equipment supplier)
1228 Wayburn
Grosse Pointe Park, Michigan 48230
(313) 823-4638
(313) 963-1600

- 21) Dan Levy p. 102
America's Great Little Beers (distributor of "Selection Packs")
SVF, Inc.
Madison, Wisconsin
(608) 276-9600

Charlie Papazian
Director, Association of Brewers
Director, Institute for Fermentation and Brewing Studies
Director, Fifth Annual National Microbrewers Conference
P.O. Box 287
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(303) 447-0816

[The following are Charlie Papazian's comments made in his interview on September 2, 1988. He had indicated to me on Wednesday that he would be glad to talk with me, but seeing how busy he was as director of the conference, I waited until most of his responsibilities had ended and he could talk with less distraction. A slightly-built man with a dark beard and easy smile, he is treated as a guru of the microbrewery movement, for good reasons, although everyone familiarly calls him Charlie. Charlie is also the author of books on home brewing, including The Complete Joy of Home Brewing, Avon Books.]

First, I am in a position that I started this with no background in brewing or associations. I graduated from the University of Virginia in 1972 with a degree in nuclear engineering. I'm 39 now. I taught kids, mostly kindergarten, for 8 years in Colorado--from 1973-81. I taught social studies, arts, crafts--it was a holistic approach. I tried to teach them how science relates to the rest of the culture and to their personal needs.

I was by then doing home brewing as an avocation. Someone asked me to teach a class in Boulder. I taught over 1000 people in Colorado and was learning as I went--as I prepared for classes. That grew and in 1978 a friend and I put out a newsletter, Zymurgy, the last word in the dictionary meaning applied chemistry dealing with fermentation and leavening. It became a

magazine for home brewers.¹ This activity grew into the concept of an association and in 1978 I started the American Home Brewers Association (AHBA). I worked part time on that.

By 1981, 3 years later, microbreweries were emerging--home brewers were closest to it and understood it. In 1983 the microbrewers split off and was institutionalized as a division of the AHBA. Microbrewers were not home brewers any longer. We changed the corporate name to the Association of Brewers, which is now the umbrella organization with 4 divisions under it: AHBA, the Institute for Fermentation and Brewing Studies [the microbrewers association], the Great American Beer Festival, and Brewers Publications, which publishes 4 or 5 books a year. Each operation is designed to be self supporting.

I had no training in associations, but grew as I made mistakes and learned. The Institute is growing, the Association is growing, and they can relate to the business of microbrewing as it grows. The Institute must listen to ideas and not dismiss others' views. People can see how to do it and how not to do it. I go to dozens of amateur and professional conferences a year--the Society of Master Brewers and others.

There is something so exciting about this group--the level of competition and pride in the company they work for. People are learning the way to say things, with the understanding of that mutual respect. There are secrets in this business--market strategies--but it is often said that there are no

¹After the conference Charlie sent me the Summer 1988, vol. 11, no. 2 issue of Zymurgy, which contains a version of the scholarly article by Solomon Katz, anthropologist at University of Pennsylvania on his thesis that human beings first became sedentary in the Neolithic period largely so that they could brew beer. The issue also contains an article on the Sierra Nevada Brewing Company, and what appears to be a regular column "Jackson on Beer" by Michael Jackson.

secrets in the brewing industry. On the brewing level there is a free exchange of ideas, especially ideas concerning quality and image.

No one can afford others putting out bad beer. We say this over and over. Much of what you hear is good for any business, and would be just as appropriate at a pickling convention, but some is specific to the brewing industry. Some may think they are going to invent some new unique way of doing business, but most principles are applicable to many segments of commerce.

[Have you seen a change in the motivation of people entering the microbrewing business over the past years?]

No, I have not seen a change in motivation over the years. It is inspiring to meet these folks and visit their breweries. To see how much love and appreciation for the business they have. The 'romance of brewing' is sometimes minimized, but worldwide there is the common feeling that 'we make alcohol.' That camaraderie and the sharing of information is part of it.

Why does it work when others say it shouldn't work? It's not economically sensible yet these people follow through. Some are out of business, some are building larger breweries.

They come from all sorts of backgrounds: attorneys, financiers, business people, teachers, oceanographers, some brewery workers, retail shop owners-- all people looking to get satisfaction out of it. Ken Grossman of Sierra Nevada Brewery was a retail shop owner and home brewer, but he knew plumbing. People dissatisfied with their jobs--satisfaction is so important. Microbrewing is making a living, a profit. For some it's just fine to make a living; for others making a profit is important.

No matter what their former employment situation, many of them are hands-

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on people. This is important because you can't departmentalize a microbrewery. You have to know enough about several things to relate--it's overwhelming--you couldn't get into the business just specializing. But some have gotten into the business as older and maybe retiring brewmasters who see a dream opportunity--not necessarily as an entrepreneur but on the basis of technical skill.²

[What do you think is behind the microbrewery movement in general?]

It began in the late 1970s. It's interesting to consider whether it could have happened in the early or late 60s if there was some type of focal group such as the American Brewers Association. We have played a part. I can't measure it. Could it have happened 15 years earlier?

There was no group to focus on what Fritz Maytag did. He was alone for many years. Now we say consumers want to change--the bread, the coffee, soft drinks, food we are putting down our throats.

I used to say in 1977, 'Wouldn't it be great if there was a little brewery in every town?' We fantasized as home brewers about this and with people we knew around the country. Brewing was so foreign to the public. There was nothing written in publications or magazines about beer. Now general business plans and marketing plans are thought of using breweries as examples.

Beer is the drink of every man and woman, but what makes beer more appealing to men than women?

²He mentioned in this context the "Master Brewer" Karl Strauss, who is a partner with Arnie J. Winograd in Brewing Systems Incorporated, a brewing consultant firm for microbrewing formulations and technology. Both men had long employment with Pabst and were very visible people at the conference. Karl Strauss is in his late 70s and is seen as something of an elder statesman of the microbrewing industry. See p. 117 in 1988 Microbrewers Resource Handbook and Directory.

What's going to carry this is that beer is being integrated into the center of our life style. Now is more than just the 6-pack while watching the ball game. Now its beer with food, on special occasions--the communal demonstrations that we have neglected. But it comes easy once we pause to say, 'Hey, let's try something different.'

[Are you recruiting customers away from the majors or are you making new customers for beer?]

When I taught beer making we would have 'graduation parties.' So many students would bring their friends who would try it and say they liked this stuff even though they've never tried it before.

We could have gone up against the big brewers. Maybe it's my personality but there's nothing to be gained from going against something you don't care for. Some of the most important contributions in early days have been from the majors, in particular Stroh's, Miller, Anheuser-Busch and Coors. They have helped out at conventions and otherwise helped those starting out.

Other associations might have debated letting the majors participate, but we even invited competing associations to participate. Not really competing but in different niches: Master Brewers Association of the Americas, Brewers Association of America, American Association of Brewing Chemists, Brewers Association of Canada, Canadian Independent Small Brewers Association, the Beer Institute, the National Beer Wholesalers Association. These are lobbyists--we can't afford to be involved in lobbying--but all serve the same industry in specialized ways. They were all invited to participate and explain their services and how microbreweries and brewpubs could benefit.

[What do you see as the future of demands in the industry and the structure of the industry?]

In the future numbers of breweries will continue to grow. Some will naturally go out of business. But in 3 or 4 years there will be 400 or 500 breweries--maybe 1000.

The focus is that it is happening on a regional basis. Some microbreweries can distribute in 5 or 6 states, but for hundreds of them the distribution system can't handle that kind of inventory and logistics and keep quality control. Their marketing area will shrink and people will be concentrating more on the immediate areas.

I've never said this to a journalist, but the large brewing industry is so big and stable, that it seems then when you put all the eggs in one basket, when society hiccups, there can be a shake-up that society could not anticipate and social and cultural changes happen quicker than anyone could anticipate. In those conditions smaller companies could more quickly adapt.

I'm not predicting a doomsday scenario for the big breweries--those with capacities of tens of thousands and millions of barrels, but history sometimes phases out slowly and sometimes rapidly. This is never discussed in the industry--not necessarily in the beer industry but in business in general.

A final thought: If the big ones survive fluctuations and change, they will need to invest time and money enough to handle unforeseeable conditions. Breweries will have to become flexible, whether they are small or large.

The neo-prohibitionist hypothesis fits my views on this. We will be spending equal money on 3 better quality beers instead of 4--spending the same \$5 and still be able to drive home safely.

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Daniel Bradford
Director, Great American Beer Festival
Boulder, Colorado
Marketing Director
Institute for Fermentation and Brewing Studies

[Daniel Bradford had introduced himself to me the first evening of the conference, and we arranged to meet the next day. He is in his 30s and does not hide his sizable ego and cynicism. He also came across, at least to me, as intellectually arrogant and often glib. The following interview took place at 2:30 on the afternoon of September 1, 1988.]

My background is business--the marketing business. My specialty is non-profits and quality consumer goods. I have a background as a history professor [he has an MA or equivalent in history and taught at the college level]. I have been working on the notion of selling concepts that make meaningful contributions to people's lives.

The Brewing Institute is a client that worked and I am interested in how to present it conceptually--based on qualitative dimensions not just quantitative ones. How do you explain or apprehend what has a floral nose?

[What do you see as the motivation of people opening microbreweries?]

There is a variety of motives. It spans the typical gamut of any small business sector of the economy, from impassioned zealots to cold, calculating entrepreneurs. There are people jumping on a bandwagon and people who unconsciously are path-breakers like Fritz Maytag, who had no idea he was starting a revolution.

Four or five years ago it was a narrower field. Now I can't speak of a personality type. But they are not corporate individuals, security-oriented

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individuals. They are risk takers looking for a high sense of personal gratification. They are supremely confident of their own abilities, with a tendency to be passionate about their work. Their demographic characteristics are all over the board.

How they are financing breweries is also all over the board: family, bonds, savings, public offerings, I haven't seen theft yet as a source of finances.

[What do you think is behind the microbrewery movement in general?]

There is a handfull of possible trends: the implications of the demographic bulge reaching the peak of disposable income.¹ Take a standard bell curve of tastes and at the center you get the most conventional flavor profiles, dominated by the major breweries and also the regional breweries. But the ends of the distribution are not attended to--that is the implication of the sheer size demographic bulge because each end of the spectrum contains now a lot of customers. The demographic bulge is the most widely traveled and experienced of any cohort in the past 200 years, and they are susceptible to things exotic and different. I have a friend who knows more about New York City and San Francisco than about Denver, where he lives. Travelers are exposed to unusual flavor profiles for beers. For example, I first enjoyed beer in Paris.

Another factor comes out of Econ 201 and Marx. The economy breathes--it inhales and exhales, it goes through cycles--Marx's notion of the dialectic is most appropriate here. So you have industrial rationalization and in doing so the industry overlooks certain things and leaves room for others to make a profit, and that too gets rationalized. Like concentrated steel mills have

¹Baby-boomers, of course, is the usual way to express this.

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become so huge they get inefficient, and so independent steel mills pick up on the fringes. It's like the bread and baking industry.

[What then will be the eventual extent of the microbrewery market?]

Brewing is never stable, but when it will peak and decline I can't tell. It will probably continue to grow for several years. The notion of local beer is the central impetus. Any city over 40,000 could support its own brewpub. Chicago could easily have 15 brewpubs. At this scale it can continue to expand. When you grow you expand the market, and when you expand the market you hit competition. When you hit competition you become more competitive by changing your business rationally, and once again A and B arise from the dialectic like a Phoenix.

[What is the source of design or form for the industry? Bill Owens, for example, has told me about selling his business plan to others.]

(with sarcasm) How many has he sold? Two, I think. The process of information teaching and gathering we did at the university is really atypical--it's not the way information is pursued in society. It took me 4 years to figure it out. We get it in society as just a pastiche. You go to a bar and throw down 15 Anchor Steams. You get an idea and call the reference librarian and say, 'What do you have on breweries?' Then you ask the Small Business Administration for a business plan. Then you ask the accountant that is married to your sister. He asks you questions about a chart of accounts, and you say you don't know. In the meantime you are collecting bottles at the liquor store to see what looks good on a label. Then you ask your grandfather what brands were around and you go buy up labels. Your racket ball partner knows of a warehouse sitting vacant. It's more like a scavenger hunt with serendipity playing a large role in the outcome.

[What about the role of the Brewers Association?]

We are impacting in one way or another probably every participant in the industry. Even though some hate us, hate me. There are some deviants here, if I were to get personal. We affect everyone. We have 700 members and there are only 150 small breweries and a handful of them are not members. What the percentage is I don't know.

[What will they do when and if the major breweries come back at them?]

Oh, God, no! Quite the opposite. They are very much our supporters, personally, corporately, financially, intellectually. We can trust their continued support. We are the best thing to have happened to domestic brewing since the end of Prohibition. We create more ink per bottle. Look at what the major brewers bring to the press compared to what we do.

[What kind of competition do you expect, and what can the microbrewers do about it?]

In Portland they are competing for shelf space. There are only so many taps and to get on a tap you have to get someone off.² Most of us are trying to get rid of the imports. We are not competing with Bud Light. This goes back to why the big breweries are not afraid--they don't think of us as competition. They think of us as creating beer drinkers--not as taking their customers. We are more likely to be picking up single malt whiskey drinkers, \$7 wine drinkers, Perrier drinkers, fresh orange juice drinkers, and espresso drinkers. Their shoes can be Italian, their cars can be German, but we're making sure their beers are American.

²Somehow this reminds me of Fritz Maytag's image of a barrow sow and what happens when she rolls over. In this case the symbol has shifted to there being only so many teats available for a given litter.

Nancy Smith Hall
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[Nancy Smith Hall (no hyphen) was a highly visible person at the conference, and seemed to know almost everyone there because of her position in the Association and her always charming demeanor. She was also interviewing various participants during the conference. When I first spoke with her on the evening of August 31, she said she would be happy to give me her general insights about the microbrewing industry. She made the following comments to me beginning about 1:30 pm on September 1, 1988.]

As news editor of the bi-monthly The New Brewer I have a column in every issue. I interview people from existing microbreweries and start-ups. They talk to me about equipment, funding, product, area of distribution, and personalities. I can tell you something about the other staff of the Institute for Fermentation and Brewing Studies, starting with Charlie Papazian. Charlie started the home brewing thing in this country. He's the cause of it being so widespread and legal. He's a nuclear physicist who taught kindergarten. He's typical in being unusual.

Daniel Bradford, who is also an award winning home brewer, has many outside interests. He does PR and marketing for all different kinds of clients, including arts organizations and a massage therapy school that certifies and licenses massage therapists.

I'm not in the New Brewer office. I'm a full-time modern dancer. I'm an Artist in Residence for the State of Colorado. I was selected by the state,

and the state links you with sponsors. I worked in the school system last year. It was one of the few times in my life when I was paid well to do something artistic.

Jeff Mendel of the Institute has an MBA and is a home brewer. It's the same for the industry as a whole. People come from the restaurant business--including chefs--there's a broad spectrum of engineers, entrepreneurs, all around bon vivants. The pioneering aspect is strong. It's new enough that you can go in and make your mark, even be involved in changing laws.

Strong personalities make a difference, like Bill Owens. He's representative of the broad-based personalities that you come across. Others are strictly chemists, scientists. The enthusiasm they all have is like that of people who are nuts about computers.

Last year I would have said yes, there are more speculative financial people on the money supply side at the conference, but I'm not seeing it so much now. Microbreweries have longer track records than brewpubs. Nobody out there is getting really rich. If you believed everything you heard about brewpubs, you'd drop everything you are doing and start a brewpub. For some there must be success because some are opening more than one. But Maytag's warning about McBrews is a long way off.

[How are they being financed?]

The money is coming in from the restaurant side--that's why brewpubs have exploded. How are they financing their way in? SBA loans, economic development money in rural areas--brewing is light industry. Writing a prospectus in this industry is becoming increasingly important in getting funding from banks and venture capitalists. A well-written prospectus is hard to come by at this point. All these organizations link up with attorneys and

financial consultants and MBAs.

And people are also funding them from other ventures in life--people who are looking to use their money in another field. Examples I can think of are a successful computer firm owner and a distributor in the liquor industry-- both from California. Mike McMenamin had a chain of Oregon taverns. He took the profits from the taverns and put in brewpub equipment.¹

[Do many come out of the large brewery business or have brewery experience?]

Some are retired and looking for fun like Karl Strauss. He has developed the formulas for a dozen or so microbreweries and brewpubs. Wolfgang Puck is doing a Los Angeles brewing company. Mark Scott, his brewer, is a young man from Budweiser. He had been the brewer for Oldenberg in Fort Mitchell, Kentucky.

Hans Bilger comes from an old Bavarian brewing family. He trained as a brewer and worked in ore than one major brewery in this country--he's a true delight. Jim Koch at Boston Beer Company has an old German brewer, Walter Sirley [sp?].² Brewers also switch around in the industry. There is a scarcity of top brewers.

There is a Japanese representative of Suntory here. Top national breweries have representatives here. They are not discounting this segment of the industry. We are beginning to have an impact on the whole industry.

The franchise phenomenon in brewpubs includes Weeping Radish in Manteo, North Carolina. They are opening a second one in Durham. The owner, Uli

¹See pp. 184-186 in Microbrewers Resource Handbook for information on three of his Oregon brewpubs.

²Recall that Boston is a contract brewery brewing through Pittsburgh Brewing Co., which was acquired by Bond (Swan Lager of Australia).

Bennewitz got his funding from German investors and both brewpubs are really German-owned by businessmen.

Widmer Brewing Co. in Portland has reached the capacity of its first microbrewery and has built a second one nearby. Connors Brewing Co. in Mississauga, Ontario is opening a third brewery. These companies are not making bigger breweries but more of them.

Microbreweries are also getting into designing equipment for other breweries--and in the case of Ambier, into consulting--because the learning curve is steep.

[What do you see as the future of the industry?]

Now everything is booming and the outlook is rosy. Every state will have a small brewery--even in the Bible Belt. Every major city will have one. But it's hard to say if there will be a national chain--the business is too unpredictable. For the industry to continue and remain successful, there has to be an adherence to quality product, hand in hand with consumer education. Microbreweries will give imports a run for their money and shake up the big brewers--challenging them to produce specialty beers.

Sleeman Brewing Company in Canada is strictly financed by Stroh's--it has a capacity of 55,000 barrels a year. We judge what is a regional brewery and what is a microbrewery by size and not criteria of hand-crafting. The definition of a microbrewery used to be a brewery that produced 10,000 barrels or less a year. Now the definition is producing 15,000 barrels or less. By that definition Anchor is a regional brewery.

People in the industry are buying existing buildings and names of defunct breweries, for example Boston Beer Co. and Sieben's here in Chicago. Pennsylvania Brewing Co. is reviving their old brewery building themselves.

It's a nice trend that takes it full circle--going back to pre-Prohibition names and buildings. The economy after Prohibition led to there being just a few breweries, but now the movement is filling those empty niches. But it's also a result of our gourmet society and our turning toward local pride.

Speaking for the Institute of Brewing Studies, we have a great deal of respect for the big brewers. They have advanced the technology of brewing light years--like Coors, the most advanced brewer. I'm not throwing roses at them, but other things can be done. Quality control is important. Bad stuff or sickness from someone can kill a product--that's a danger for a fast-growing industry. If some remote brewpub gets a bad batch and the press gets hold of it, it will hurt all of us. That is why the Institute of Fermentation and Brewing Studies is being so heavily involved in educating and informing and linking up people.

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Michael Jackson
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[This interview took place on Thursday, September 1, 1988 in Michael Jackson's Drake Hotel room, where he had invited me at the close of our initial conversation the previous afternoon. He was interested in showing me the page proofs of the new edition of his World Guide to Beer due out late October. The following are his comments during an hour-long interview, interrupted twice by phone calls:]

My own background is in journalism. I'm 46 and I started as a newspaperman at 16. I became a columnist for the Evening News, and worked also as a TV documentary maker. As you might know, British newspapermen have a reputation for pubbing and drinking, and I did a tremendous amount of it. A Harper & Row editor suggested over lunch in New York that I do my first book. The editor said he wanted something like a book on the English pub as a social phenomenon. In researching that book, I talked to a lot of brewery and pub owners. It was the time that CAMRA was getting going and the Hugh Johnson World Guide to Wine was making waves. My sister is a photographer and designed some of Hugh Johnson's books. I began thinking of a World Guide to Beer. That book led to the Wine Magazine award to me in Great Britain for being one of the world's top writers about wine.

Why has this brewing renaissance come about? It's life imitating art. I foreshadowed what was going to happen. A lot of people were impressed by what I'd written--beers have been brewed because I had said, 'It's a shame no beer

like this exists in the U.S.'

Gary Bauer is on record that he launched Ambier because of what I've said. Samuel Smith's Oatmeal Stout in Yorkshire was made since I lamented its demise. The last one was Eldridge Pope. American importers said, 'I want an oatmeal stout in my range.' The British said, 'That's silly. Americans don't know shit about beer and the British do and they don't make or drink it.' But Samuel Smith made an absolutely authentic one. Then Americans went to Britain and couldn't find it. It was like Cutty Sark, a Scotch made for the export market that wasn't available in Britain. The importer got mad and eventually it was put on the market in Britain. So the American beer renaissance is affecting beers in Europe.

I was there when Jack McAullife fired up his brew kettle in 1976 at New Albion, and I have been involved ever since then. I doubt anyone has visited more American microbreweries than I have, with the possible exception of Jack Erickson, who wrote Star Spangled Beer. I discuss the taste characteristics of beers--that's what I'm known for by insiders.

There are three main things I have done: 1) My book The World Guide to Beer was the first ever book on beer to be written like a wine book. In Great Britain it was a companion volume to Hugh Johnson's books. 2) The fact that I covered the world. No one had done it before until I did it a dozen years ago. 3) I was the first to write about beer from the approach of varietal styles. My definitions are now used in academic institutions.

My definitions of styles are influential in microbreweries. They think of me and ask me when they think of making a certain style, like Porter. No one would think of evaluating different styles of wines by the same criteria, but beer writers had shambled around this in describing, say, American beers.

Mimi Sheraton wrote a dreadful piece in Time last May describing what microbrewery beers are supposed to be--it did no one any service. Most microbreweries are trying to make different types of beer than the diminished Pilsner that the big American breweries have done. The microbreweries are not trying to make generic chablis. In those areas I have been very influential. But I am not a brewer and I'm not qualified to give them recipes.

[What do you think have been the motives of those involved in the American brewing renaissance?]

They include very different people. Some are beer lovers, home brewers who would like to do that for a living. Why? I could quote Fritz Maytag speech last night on the spiritual, mystical side of it, but it's hard not to sound gushy and silly. We wouldn't think it hard to understand someone who made wine at home and wanted to make it for a living, but people don't understand this for beer. One group is made up of beer lovers and home brewers. The classic example is Sierra Nevada Brewery, started by Ken Grossman and Paul Camussi in Chico, California.

I would say that what I've just said was more apparent of the motivation of people at earlier microbrewery conventions. Now many people here don't know who the hell I am. Now there are more business people--entrepreneurs. There was always this distinction, but now there are more of these business people.

[What has been the effect of people with primarily business motives entering the microbrewing business?]

In order to make a brewery work you need to both love beer and be able to run a business. If you love beer you can learn to run a business--again Sierra Nevada is the classic example. If your heart is not immersed in beer,

so to speak, it very quickly becomes apparent that this is hard work and difficult to make a profit quickly in it, if ever. A pure businessman will light on to something else, so you need both qualities.

A beer lover who can run a business can be more effective than a businessman who is a dilettante in beer. They can be fucking boring to talk to.

Many of the microbreweries haven't been around long enough to make a judgment if they are going to succeed or not. In general, I believe, 80% of businesses fail within 3 years.¹ By that indicator microbreweries seem to be doing a hell of a lot better.

Brewpubs open a whole new set of questions. Obviously brewpubs are a lower risk venture than free-standing microbreweries. But the fact of the matter is there fewer brewpubs have achieved excellence in beers than free-standing microbreweries. There is a conflict between the need to make beer and the need to fill a restaurant. Microbreweries are more production oriented--they are trying to produce beer versus just getting arses on seats.

The whole movement is definitely related to the food business. Several concurrent social phenomena are involved, and their coincidence made it possible. First, you have to understand in the not-to-distant past, around 100 years ago, all breweries were brewpubs. In Bavaria most still are. Of those 800 or so Bavarian breweries, the majority or brewpubs or something similar.

Second, only 4 or 5 brewpubs were left in Great Britain in 1971 when the Campaign for Real Ale (CAMRA) began. Fritz says that what happened in Great Britain was a bad idea, but I think the likelihood of a tied house system in

¹Glenn, what are the actual figures on this?

the U.S. is very small.² CAMRA was opposed to the tied house system. I belong to the organization but I am in favor of a liberalized tied house system. It helps old breweries to stay in business, but it does make it hard for new ones to start.³ In Europe those little breweries would own 100 pubs and stay in business, but it is hard for new ones to get started.

Brewpub owners are always talking about franchising--they are the 'slick businessmen' of the movement. They all have this gleam in their eye of franchising, but these would not be tied houses. Fritz is creating a red herring on this issue. Breweries in the U.S. now are not allowed to have tied houses, but some states allow brewpubs. A brewpub is a sort of tied house, I suppose, but states that do allow them say that this is not an infringement of tied house laws.

Fritz says, 'What if Anheuser-Busch owned 100 houses? It would be the thin end of a wedge.' But why would Anheuser-Busch want tied houses if they already control 40-60%--whatever it is--of the market? Bass is the biggest brewery in Great Britain and it has 15% of the market. In Germany tied house breweries have no more than 3% of the market. The tied house system permits a less monopolistic system there, so why would the more monopolistic breweries here want to change things? Fritz is an obsessive free trader, a Republican patriot of American ways.

But back to the origins of the new brewing movement. About the time that

²Jackson defined tied house as a retail beer outlet, such as a pub or restaurant, tied to a brewery outright or contracted to sell only beer made by one brewery.

³Jackson said that an example would be F.X. Matt Brewing Company in upstate New York, which is a 3rd generation family-owned, 800,000 barrel capacity brewery that makes its own brands and contract brews for other companies. I take his meaning to be that such a small regional brewery would be helped by a liberalized tied house law.

the Campaign for Real Ale started in Britain, there were several social developments in the Western world: consumerism; the influence of E.F. Schumacher's 1973 book, Small is Beautiful--this was just about 100 years after Budweiser was launched as the world's first mass market beer. Another phenomenon was the post war recovery in Europe and the fact that people were traveling more in the late 1960s and thereafter and importing the ideas of other countries. This included a lot of young Americans coming to Europe. So ideas about social behavior were opening up.

In the 1970s growing prosperity meant more leisure time and people were experimenting with new leisure ideas. Food and drink were definitely in that agenda, especially in California. Interest in wine paved the way--all the way down to the fact that Hugh Johnson's World Guide to Wine inspired me to write on beer.

My association with the beer renaissance was symbiotic. I started writing about the new beers about the time the Association of Brewers was getting started. It started off as a home brewers association, then it developed to help the microbrewers. What the Association has done is be a clearing house for information and as such, it is utterly invaluable. It explains laws, equipment, financing, as well as the more spiritual values. It gives people confidence and support.

Some loners do succeed, but the majority of people in microbrewing and brewpubs have at sometime availed themselves of the services of this association. They may or may not continue their participation once their brewery is up and running, but I'd guess that 90% of them have been involved in these activities.

The Association of Brewers is also very successful with its Great

American Beer Festival in Denver each year. It is unique and it's not appreciated enough how difficult it is to get the products of 100 breweries under one roof. That event has done quite a lot to bring established breweries together with new brewers and reintegrate these two communities. Coors has taken a very benevolent interest in this movement.

[What is the extent of the movement?]

Because the brewing industry in the U.S. is so centralized and institutionalized, people find it difficult to understand the notion of a small brewery. Almost every local newspaper story about small breweries--say in Chattanooga--says, 'Can they compete with Anheuser-Busch?' or 'Is Anheuser-Busch shaking in their boots?'

But there's not the slightest competition with Anheuser-Busch. People understand this about boutique wineries and Gallo. People understand market segregation in wineries and bakeries. Small high-quality bakeries don't compete with Wonderbread. Gourmet food stores carrying real pasta don't threaten General Mills products. And that's how it works with microbreweries and brewpubs.

Any Northern city with a population of more than 250,000 can support one microbrewery and perhaps two brewpubs. I say Northern cities because the beer culture started in the Northwest--Northern California, Oregon, and Washington--and by far the movement is stronger there than any other place. San Francisco, Portland, and Seattle newspapers now have beer writers. The second wave is in New England and the Northeast, especially in the Boston area. The third wave is in the Chicago-Milwaukee area. Pennsylvania is just starting up. The places where it's harder to do this are small-town middle America and the South.

[Is this because of the conservatism and localism in those areas?]

Microbrewery beers are consumed by people with adventurous tastes--not old-line beer lovers except perhaps where there's a strong German influence, such as in Chicago and Milwaukee and maybe later Cincinnati. The South is the Bible Belt with its restrictive laws. The weather is hot, which encourages the consumption of cold, light-tasting beers, which the big breweries already make. Microbreweries are going to have a hard time in the South, although there is one in Plano, Texas [Reinheitsgebot Brewing Co.], and in Abita Springs, Louisiana [Abita Brewing Co., Inc.].⁴

[At this point a phone call broke off the interview. When he finished the call, we only had time for him to locate the page proofs from his revised book that he thought would be of most use to me. I copied and returned those the same day. He also gave me a copy of his press kit.

The following notes were taken during and following Michael Jackson's directed beer tasting Thursday evening in the Drake Hotel.]

Many in the 250 or 300 in the audience complained that the tasting went on too long and some complained that his self-promotion--he plugged his books and signed autographs during the tasting--and continual commentary kept the audience from discussing among themselves in small groups of 8 or so persons per individual table their own reactions to the beers. There were often levels of noise in the audience loud enough to interfere with his commentary and a few times he made irritated comments for more attentive silence.

Michael Jackson wore a white sequenced glove to the podium as he opened

⁴Jackson also mentioned Geoffrey Larson's Chinook Alaskan Brewing and Bottling Company as another outlier, the only Alaskan brewery, and one that has won major awards at the Great American Beer Festival. See Larson interview.

the tasting session and made jokes about confusion over his name. He talked about 5 minutes about himself--plugging his books several times--his Yorkshire background (Leeds) and his 30 years of writing and drinking. He commented that he couldn't have had this tasting 3 years ago with so many different domestic beers included. He gave his rationale for being generally kind to microbrewers and their beers, explaining that he was trying not to write just for professionals but for the average guy moving from Lite and Bud to the simplest microbrewery beer. The only beer he criticized by name in his talk, and which was not included in his tasting, was Corona--the "C" word, he called it--saying that he had called it in an interview the world's worst beer.

The tasting included about 15 beers representing widely different styles. Most of his lengthy commentary on the beers matched closely his written descriptions in his Simon & Schuster Pocket Guide to Beer, I quickly realized, so I did not bother to make extensive notes on his very extensive commentary. My wife and I left after the 13th beer tasted because of the late hour and the fact that our palates had expired.

The following beers were tasted:

1) August Schell Pilsner from the 128-year-old brewery by that name in New Ulm, Minnesota, a beer he called the closest to regular American beer, . Jackson said that it was also the closest to original Pilsner in the tasting, made with pure barley, Cascade hops added early for bitterness and imported hops later for aroma.

2) Ambier: Vienna style lager from the contract brewing company in Milwaukee by the same name; amber color from the malt kilning and perhaps from the stewing. Accented toward sweet-spiciness of the malts--made with 5 malts and 3 hops. Something like Oktoberfest Munich beer, it would be perfect with

roast chicken, and also good with pork and spicy foods.

3) Capital Garten Brau Dark, from Capital Brewery in Middletown, Wis. Munich- and Franconia-style dark brown lager. Coffee-with-milk taste; won gold medal this year at Great American, but was almost a tie with Black Bavarian Style from Sprecher Brewing Co. in Milwaukee.

4) Bach's Bock, from Eugene City Brewing Co., Oregon, contract brewed in Helena, Montana; a little cloying.

5) August Schell Weiss, a top fermenting summer beer made with 60% wheat and 40% barley, low alcohol, wheat gives tartness like green apples or plums, strong clove aroma and flavor.

6) Ayinger Export Weiss, a Bavarian example of a filtered wheat beer.

7) Chinook Alaskan Amber Beer, a Dusseldorf-style altbier, a German ale using Saaz hops.

8) Pale ale from T.W. Fisher Brew Pub, Couer de Lein, Idaho; opened last year and adventurous enough to enter its new beer for the pale ale tasting at Great American and won; brought to Chicago on draft in keg; pale ale is a term popularized around 1800 in England when brewers learned how to produce them; this one really a golden ale, not pale amber in color like Samuel Smith's pale ale; ales of this style good with beef and lamb.

9) Liberty Pale Ale from Anchor Brewing Co., predominant taste is hops (my favorite beer of the tasting).

10) Anchor Porter, rich, creamy, (but not as good as Boulder Porter).

11) Barleywine from Sieben's Brewpub in Chicago, 8 months old, a wine-like body behind it; "as Bock is to lager, Barleywine is to ale."

12) Samuel Smith's Imperial Stout, Yorkshire; about the same sized brewery as Huber, uses slate fermentation vessels; Grant's Russian Imperial

Stout made in Washington State has similar style; he calls the character of all the Samuel Smith's beers "rounded"; this may be a beer that he influenced because it was not available in England at the time he wrote his pocket guide.

13) Belgian Kriek by Lindemans, a cherry-macerated lambic beer, capped and corked and made with wild yeast; a spontaneously fermenting wheat beer he called a "microflora gangbang."

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[This company is also called the Independent Ale (Redhook) Brewery. It is the largest microbrewery in Washington, producing 10,000 annual barrels and with a capacity of 15,000 barrels. Founded in August 1982 about the same time as Yakima. Mr. Belonis, 28, said the president of the company, Paul Shipman, came to the brewing business from a marketing background, as did another major investor Gordon Bawker. The evening before this Friday morning interview, Mr. Belonis had asked me where the best Chicago nightspots were to be found; he and a friend wanted to do some serious partying and had what they thought was the street names of where the action was, but they were garbled enough that the names made no sense to me or another Chicagoan present in the conversation. Mr. Belonis, a thin, man with his slicked red hair in a style that I can only describe as woodsman punk, then said, "Well, we just want to find a good area--something clean and white." (A little taken aback by the comment, I retorted that there were no clean people in Chicago.)¹ The following are Mr. Belonis' comments after giving me the above background information.]

¹As I may have noted elsewhere, there were no blacks participating in the conference as far as I could tell, and given that the Wednesday night banquet featured roast pork and buffets were heavy on the ham, my guess is that there is little demand for Kosher beer out there. Steve Kamp, President of the Chicago Beer Society (a home brewers association) told me he knew of no organized black home brewers in the area. The only black-owned American brewery he knew of was People's Brewery in Eau Claire (I believe), Wisconsin, which he noted has one of the lowest percentages of black population in America. The brewery is now closed.

I'm in sales. I started out as a bottler and worked my way up. I just started at Redhook because I needed a job, but I love booze and drugs and this work made sense.

We make European style beers, mostly English ales--most breweries do them because they are quicker to produce and you get more flavors. We have four styles now [Redhook ale, Ballard bitter, Blackhook porter, and Winterhook, an ale available 3 months per year].

We are now producing 10,000 barrels a year, and we'll be moving into a new brewery in October.

The motivation for starting the brewery was business--Paul Shipman and Gordon Bowker are entrepreneurs. Bowker had an ad agency that did the ad campaign that turned around Rainier Ale. Bowker started Starbuck's Coffee Co., one of the largest in the U.S. He sold it and started Weekly, a newspaper for the upwardly mobile crowd. Bowker creates companies and sells them.

Shipman, the president, is 35, was in marketing at St. Michelle winery in Washington. He and Bowker put up the seed money, and after getting a feasibility study, they got a group of 10-15 investors to put up \$1/2 million. Redhook has less than .5% of the Washington market but we'd like to have 1% of that market. We also distribute in Alaska, Idaho, Colorado, and Oregon, but 60% of our beer is sold in King Co. [the Seattle area].

[In answer to what he thought was behind the microbrewery movement in general:]

Breweries are a force in Seattle. It's not like Chicago. There is more intimacy with retailers. Bar owners know each other across town. It's easier for a small brewer to get started.

Dave Heidrich
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[Brewery Association members recommended I interview Dave Heidrich, who was on the program, speaking on "financing and marketing preliminaries for starting a brewing company."¹ Dave, 29, is a very friendly, gregarious, casually dressed man of medium build whose ever-present cigarette and slightly dissipated countenance reminded me of a high-school athlete who has spent much of his adult life sitting on a bar stool. Oldenberg Brewery and Entertainment Complex is located across the Ohio River from Cincinnati in Northern Kentucky. The brewery is associated with the 650-seat The Great Hall Restaurant (nightly entertainment provided by the Brew-Ha-Ha! Revue), J.D. Brew's ("our own English BrewPub"), Gretchen's Bakery, The Bier Garten, The Crown Market Gift Shop. This entertainment complex also houses "the largest brewing memorabilia collection in the world. . . From tins to trays, caps to bottles, miniatures to magazines, this remarkable collection which took over 30 years to amass is on display throughout the complex." (description from their promotional folder)]

[The following are Dave's comments:]

We have a brewery on the premises of the entertainment complex--J.D. Brews is like a Bennigan's but with a greater draw--and we also distribute

¹Oldenberg brewed and bottled, according to a recipe by Charlie Papazian, a special tawny doppelbock beer in honor of the conference. Called Symposium beer, it was an extremely good and very strong (6.5% alcohol by wt.) German style bottom fermenting beer. I did hear some casual gossip later that the entire Oldenberg entertainment complex was having some financial troubles related to its ambitious scale.