

From Small to Medium – Lessons learned in growing a brewery

Chris Willcock – 4 Pines Brewing Co.



From Small to Medium...to sold!

Lessons still being learned in growing a brewery

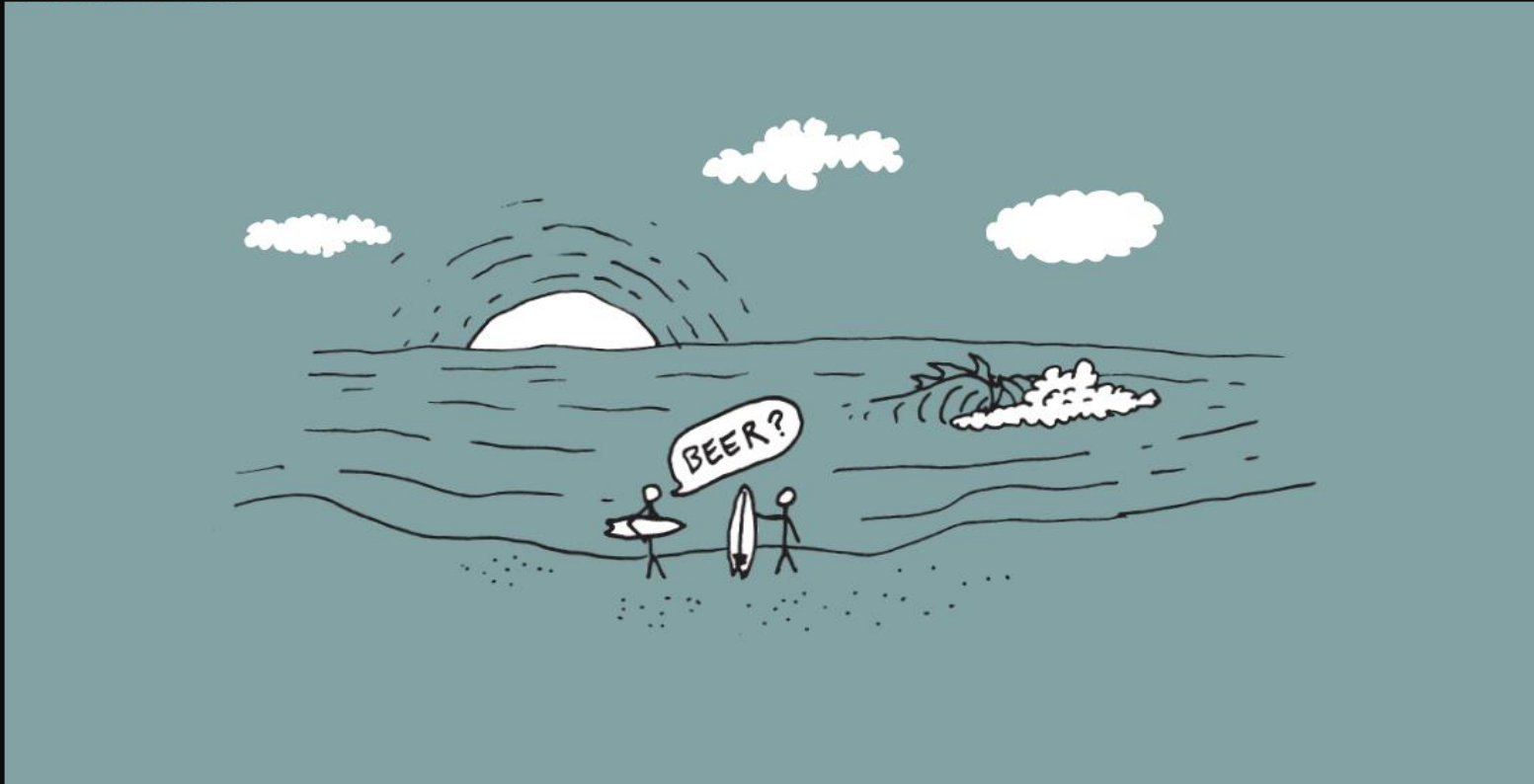
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The Story...



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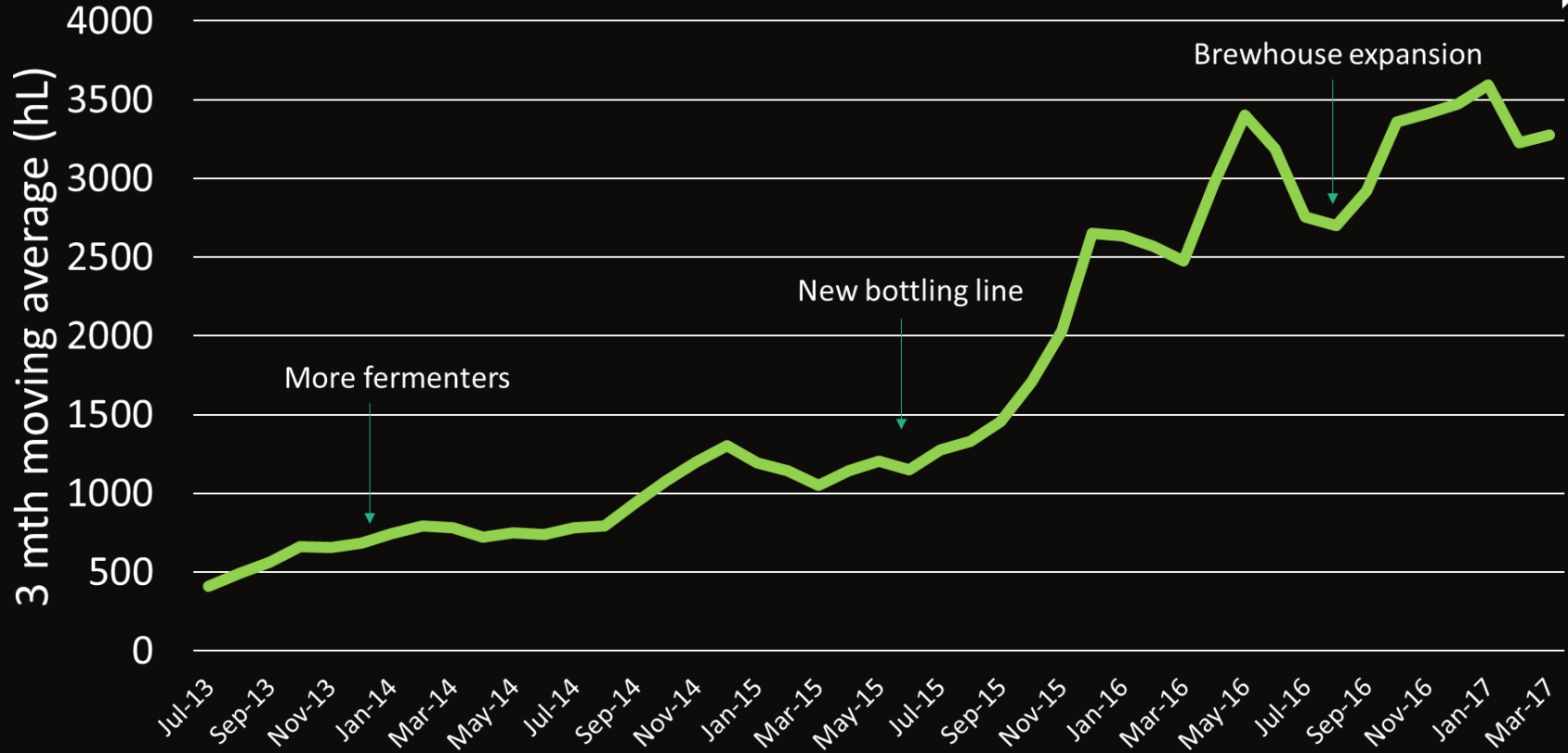
The Story...



The Story...



Brookvale Brewery Growth



The Brew Team...



The Hard Part...



- How do you find so many people so quickly?
- How do you control the brewing process in such a manual brewery?
- How do you maintain trust amongst an increasingly siloed structure of sales, marketing, operations and management?
- How do you maintain the momentum of inspiration that grew from that initial chat between a father and son?

Moving to Round the Clock Brewing



- Only small crossover windows to interact communicate with other crews
- Rotating schedule meant less swapping of shifts
- The whole crew is never in one place at one time
- Night shift cycles meant less interaction time with Brewery Managers
- More people = more variability on process
- Avoiding the 'Us and Them'

The Classic Hop Addition Picture...



Beyond the Family Unit...



Beyond the Family Unit...



- Dunbar postulates that there is a limit to the amount of intimate social relationship a human being can maintain.
- The number (around 150) is dictated by the size of our neocortex.
- Groups of up to this size appear to be ideal for co-operation
 - Nomadic tribes
 - Early Villages
 - Military units
- As a group grows, lines of communication (and trust) erode and must be maintained in more complex and structured ways lest factions begin to form

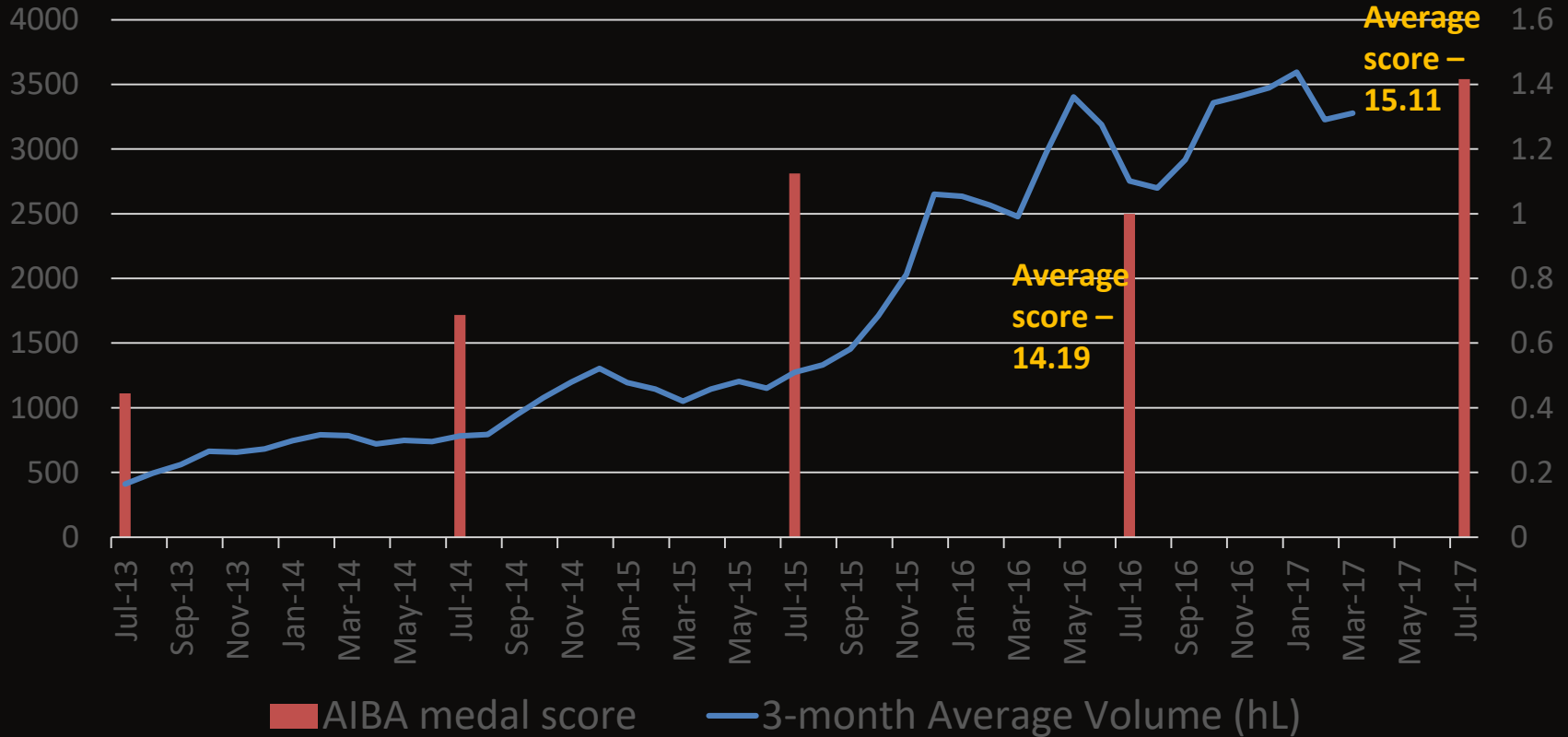
Beyond the Family Unit...



**WHY SPENDING
MORE TIME WITH
MATES, LEADS
TO STRONGER
FRIENDSHIPS AND A
RICHER LIFE**

A REPORT FOR GUINNESS

What happens...



What happens...



What I keep learning...



- We as people need just as much maintenance as machines...if not more!
- More systems and more automation helps a lot less than you'd hope it would
- Communication! You can never have enough
- Understanding your culture is really, really important to engaging your people and amplifying your strengths
- All of this requires a lot of thinking and a lot of work!

What I keep learning...



- To be truly cohesive, people must broadly believe in a set of shared values and a culture
- To be a good business (...or sporting team ...or nation), you be able to attract good people and motivate them through shared values.
- To be a great employee, you must believe in the culture of the company.

What I keep learning...



Follow the spearhead - The All Blacks select on character, not just talent.

Go for the gap - When you're on top of your game, change your game, adaptation is not a reaction.

Leave a legacy - The All Blacks seek to 'leave the jersey in a better place'. What drives your team?

What I keep learning...






There is no more important investment!

What I keep learning...



CHRIS's Selfie

Date: / /



MY KEY RESPONSIBILITIES

MY 4P PURPOSE
What am I here to achieve personally & professionally?

MY LIFE PURPOSE
What do I want out of life?

Am I clear on my role?
 as mud pretty clear crystal

WHAT I DO WELL

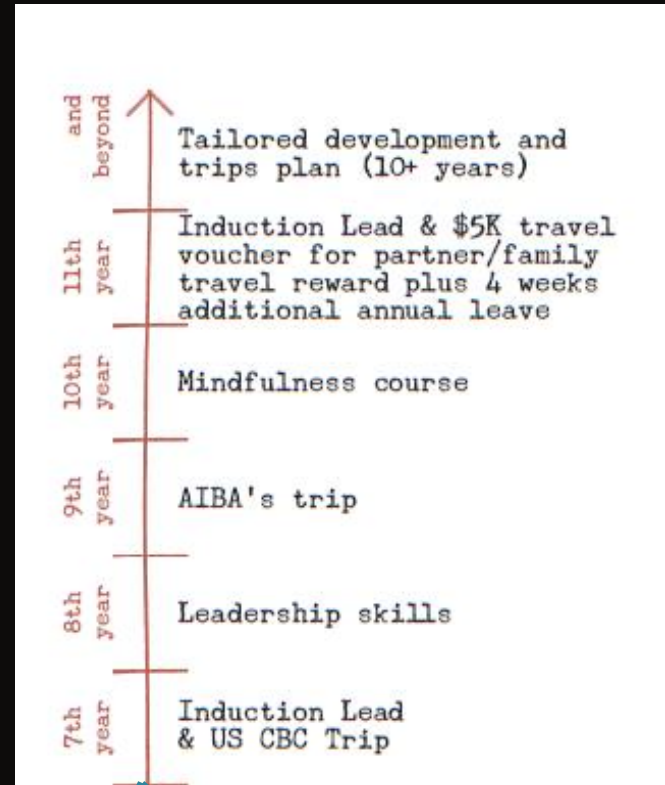
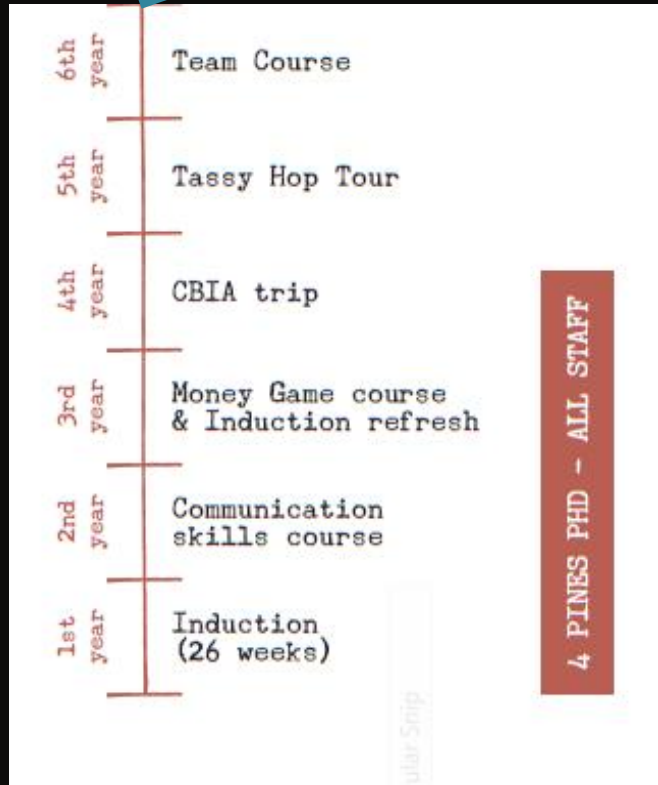
4P BEHAVIOUR TO WORK ON

- POSITIVITY
- TEAM PLAYER
- take INITIATIVE
- KEEP IT SIMPLE
- BIG PICTURE VIEW
- effective Communicator

MY BIG WINS!
Example's could include goals, projects delivered, processes improved, ways I have improved 4P.

FOLLOWING CHARLIE BAMFORTH IN WELLINGTON

What I keep learning...



What I keep learning...



The Results...



The Results...



The family lives on!

In Summary...



- Growth is exciting but can easily lead to decreased company performance as communication lines are stretched
- Maintain your company's people, not just your machines
- Understand your culture and build from your strengths
- Celebrate successes
- Keep making great beer!



Institute of Brewing & Distilling
Asia Pacific Section



THANKS