

Title sheet

Project at Aalborg University
Master of Engineering in Architecture & Design
Industrial Design

Working title: Viborg Bryghus

Made by Anja Petersen

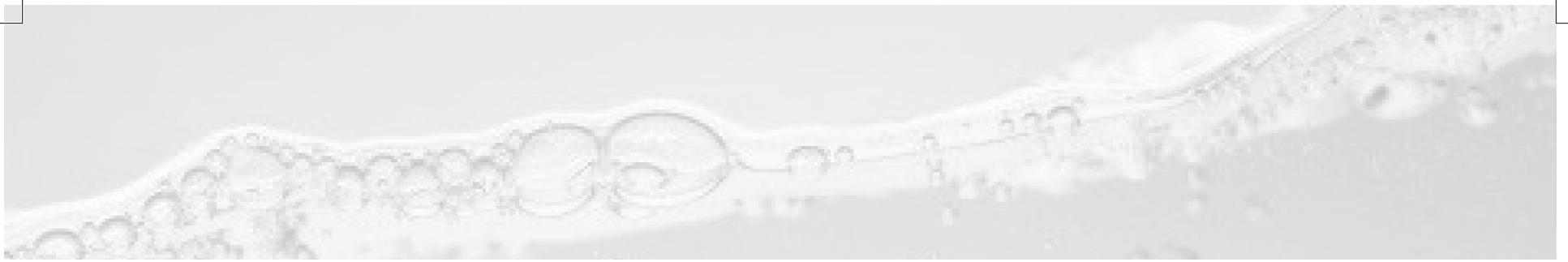
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Anja Petersen





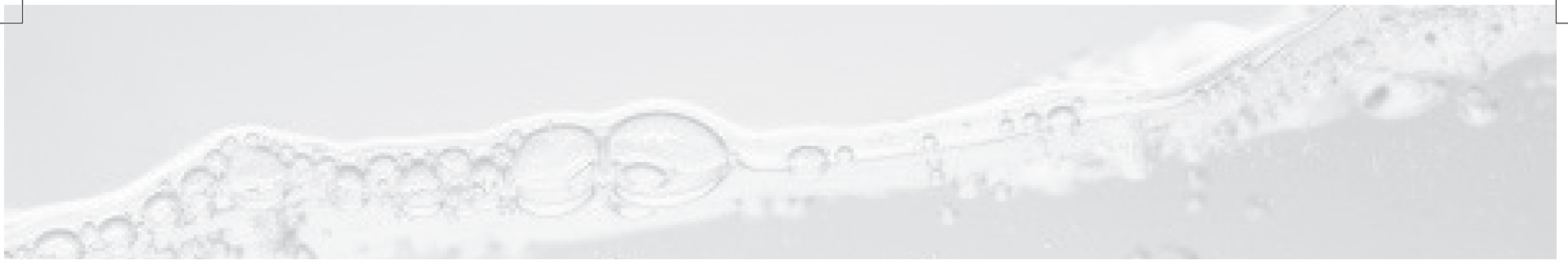
Reader's guide

The process report is intended to be read in conjunction with the product report. It is recommended to read the product report first. The primary purpose of the process report is to provide information about the course of action behind the development of the project. It is intended for counselors and project partners.

The report consists of five phases: Programme, Research & Analysis, Generating ideas, Concept development and Closure. Each phase starts with a short introduction and ends with a summary. The phases are each represented in a chronological sequence except for Phase 2 - Research & Analysis where the subjects have been parallel investigated.

In this report literature and picture references are marked by numbers (#x) and references to appendix is (Appendix x). The references can be found in the back of the report and is arranged according to phase and chapter. A project tool box may also be found here.

A CD is enclosed with the project containing PDF files of the process and product report



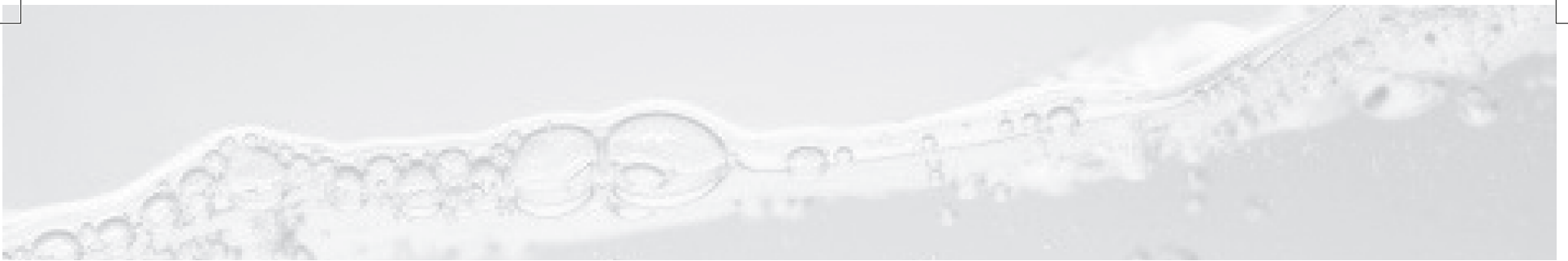
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This project is dedicated to my grandfather Jens Sørensen



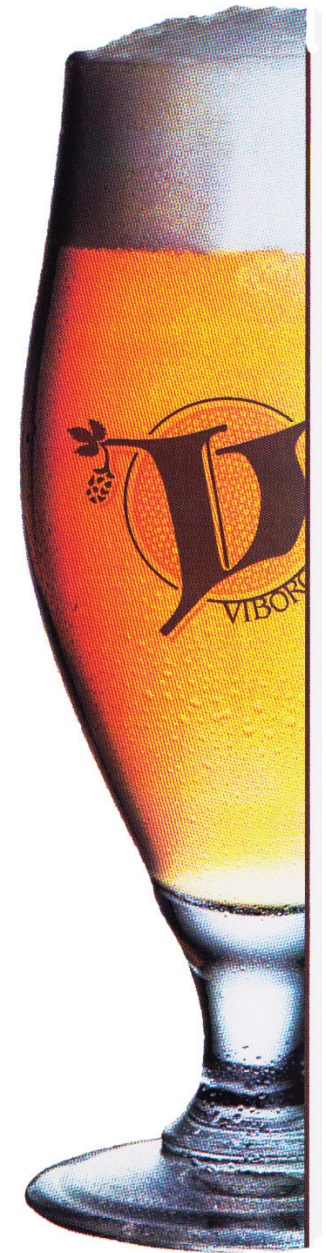
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Mood Board

- Viborg



The town and the two lakes



Thermal power station



Low buildings

Viborg cathedral

Population in Viborg: 34 522 Population in Viborg municipality: 92 114 Population in Viborg municipality over 18 years: 69 597



Hævejsmarch



Sport



The moor



The woods

Murals in the cathedral

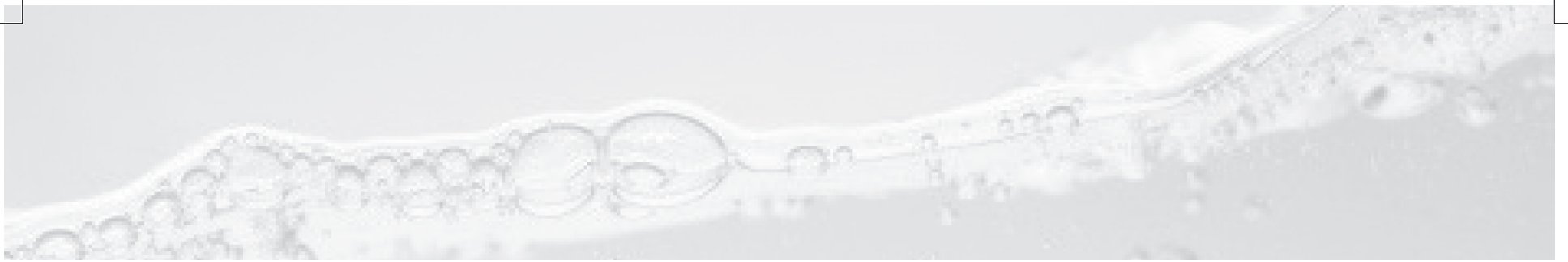


Old market town



The scenery





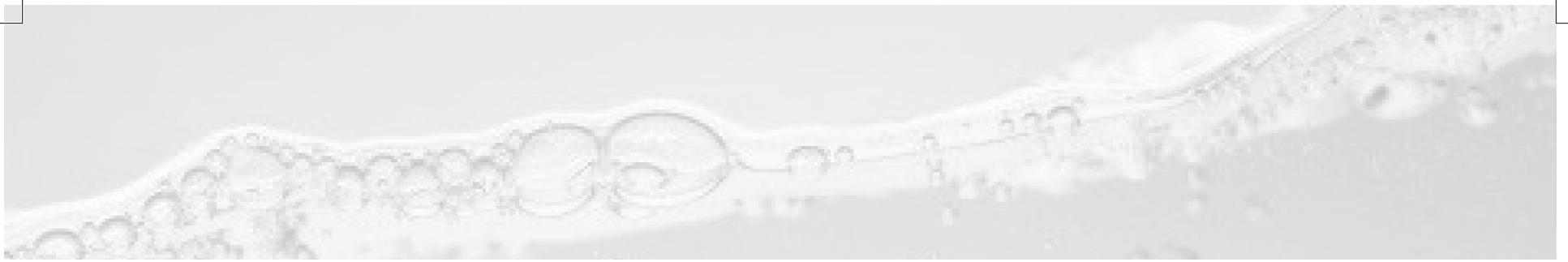
Phase 1 Programme





VIBORG
BRYGHUS

Viborg Bryghus
Programme for AD10-ID3
Anja Petersen
Autumn 2007



Introduction

The subject of this project is to help a small local brewery, Viborg Bryghus, to find new initiatives that will promote the brewery on a low budget, and primarily increase the local community's knowledge of and interest in the products of the brewery.

The project approach is strategic design and system design. The tools and knowledge gained during the study of these design areas will help to locate problem areas around the brewery as a business and help to create new initiatives.



Special made beer



Viborg Bryghus

History

Viborg Bryghus is a micro brewery initiated by local beer enthusiasts in 2006 following a debate in the local paper. The debate showed a high interest and support for a new local brewery that could carry on the tradition of brewing beer in Viborg. The town was for many years place of residence for the popular Odin brewery that was started in 1832 and shut down in 1987. #1

Company

Based on the interest and support from the local community a private limited company was established in 2005, and 3600 shares at 1000 Dkr apiece were sold during the subscription period of one month. A board is running the brewery and the daily service is maintained by manager Hans Jørgen Poulsen and master brewer Henrik Graversen. The labour force needed to run the brewery is voluntary, primarily pensioners and early retirement pensioners. #1

Vision

The vision is to create a cost-effective business with primary sale in the local community and to produce five to six new beers a year. #1



Viborg Bryghus

Characteristics

The primary characteristic of Viborg Bryghus is being the only brewery in Viborg and the foundation of the brewery is the local dedication and pride of having a brewery in Viborg. #1

Target group

The local community is the primary target group. It concerns both men and women since the brewery produces beers with a sweeter taste that also appeals to women. The age is 40+ but many young people are also beginning to show interest in special made beer. #1

Price

Some 35 DKr for 50 cl. #1

Products

Viborg Bryghus has six permanent beers on both bottle and keg: Pilsner Mageløs, Viborg Brown Ale, Viborg Imperial Stout, Viborg Scottish Ale, Sortebrødre Tripel and Viborg Bocken. They have two seasonal beers: Påske Bocken for Easter and Jule Bocken for Christmas. The newest initiative is a test beer called Navnløs 7A that will be presented at local events and may become a part of the permanent selection. #1

Market

The beers are primarily sold on the local market by selling bottles and kegs to restaurants, bottles to food shops and specialised shops as well as serving beer from stalls at local events and selling gift boxes to companies as gifts for the employees. #1

Competition

The biggest competition on the market concerning beers on bottle comes from the other breweries producing special made beer, especially Fur Bryghus a nearby brewery. When it comes to beer on keg the biggest competition comes from Tuborg and Carlsberg since they supply facilities for keg beer to the restaurants and bars, and this gives them a kind of monopoly on the market. It has therefore been difficult to find restaurants willing to take in beer on keg. Local breweries like Hancock and Thisted are not considered as competition since they produce low price products. #1

Marketing

The products are promoted through a present competitions in the radio and articles in the local paper. The advertisement is

based on positive media coverage rather than traditional adverts. At local events Viborg Bryghus pursue to be conspicuous and attract new costumers this way. Another strategy is contacting companies and selling them gift boxes that they can give the employees at receptions or as Christmas presents. The main strategy is to widen the knowledge about Viborg Bryghus without too expensive advertising.

Viborg Bryghus also arranges guided tours in the brewery and sells merchandises like gift boxes, beer glasses, beer labels, pens, caps, T-shirts, bottle openers and bottles with water. They also have five mobile keg beer facilities for rent.

Another initiatives that Viborg Bryghus has made for promotion includes Café Munken that is run by volunteers every Friday 15-18 and Saturday 11-14. Friday afternoon many people have a tradition of drinking a beer after work. And Saturday when people are done with their shopping for the weekend in the nearby stores around noon, they often enjoy a beer before going home. #1



Article on Viborg Bryghus, Viborg Nyt, september 5th. 2007 (see Appendix I)

Graphical expression

The trademark is a glass of beer seen from above in the background and a “V” in a gothic type with a leaf and a flower from the hops hanging from the upper left side. Viborg Bryghus is printed along the edge of the glass also in a gothic type. The main expression associates beer with, old traditions, history, religion and monks.



Trademark for Viborg Bryghus

This expression is also the dominant one in most of the labels. The labels may seem neutral when placed on the shelf with other special made beers. The label for the Mageløs Pilsner has a better visual effect in the contrast between red/blue/yellow and the black/white writing. It also tells the story of this beer in an original way. Mageløs is the name of a nearby street and the label shows a picture of the street sign hanging on a brick wall. It tells in a humoristic way how great this beer is. The idea is used



Labels for the six permanent beers

again in the first test beer called Navnløs 7A. Navnløs is another street near the brewery and the new beer is still “nameless”, “7” stands for 2007 and “A” refers to the first test beer.

The labels do not give much information at present time, but a short description of each beer’s qualities will soon be placed on the labels.

Café Munken has the name written in Times New Roman and a sketch of a monk drinking a keg beer from a glass with Viborg Bryghus’s trademark on. The main expression again associates beer with, old traditions, history, religion and monks.



Café Munken

VIBORG BRYGHUS

Så er der 6 forskellige Viborg Bryg på hylderne – men skynd dig, der er kun 2000 styk i handlen hver uge!



- Imperial Stout
- Scottish Ale
- Viborg Boch
- Sortebrødre Triple
- Brown Ale
- Pilsner
- Mageløs
- Mageløs Pils
- Super Brew
- Super Brewen Houliker
- Tidligere Drejler Storkøb
- Alliance vin
- Dahls Vinhandel
- LØVBJERG



www.viborgbryghus.dk

Advert for Viborg Bryghus

A part of a glass of beer with the trademark on recurs on much of the material.

The website www.viborgbryghus.dk is very neutral in expression and is primarily addressed to the members of Viborg Brygforening. It has very limited if any information about prices, Café Munken, the merchandises and the five mobile keg beer facilities that can be rented. #1



Website for Viborg Bryghus

The process of making beer

The main ingredients in beer are water, hops and malt. Malt is germinated corn that is toasted. Different kinds of corn will give different types of taste. Denmark is one of the biggest producers of malt in Europe, but only two kinds of malt are produced since the production is based on the large beer producers. Most of the malt is therefore bought in Germany and Viborg Bryghus has 40 different kinds of malt on stock (1). The malt is bought as a finished product since the facilities in Viborg are too small for own production.

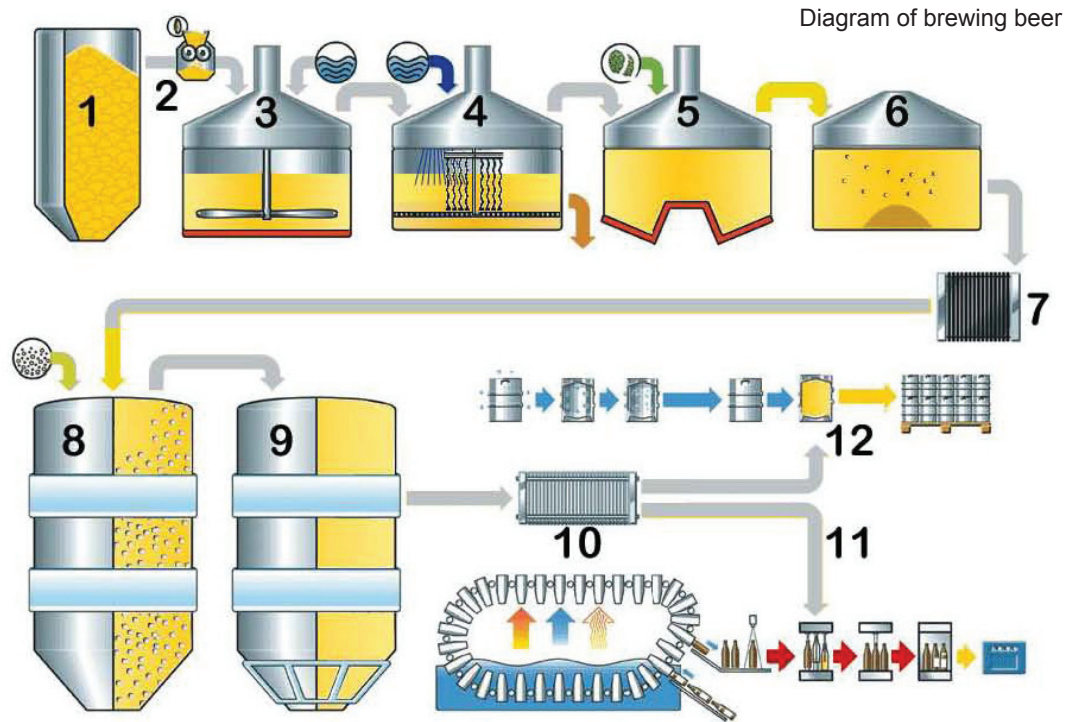
(2) The malt grains are broken in a roller in order to make it easier to dissolve the starch into water later in the process. It is important that the grains are not made into powder since the mush can block the pipes later in the process.

(3) Then the malt is mixed with water in a kettle. The water will have a temperature between 65 and 70 degrees Celsius. A temperature around 65 degrees gives a dry beer while a temperature around 70 degrees will give a sweet beer. The following process is called mashing and it is a chemical process that involves the enzymes in the malt. The enzymes are produced during the germination process before the malt was toasted. The enzymes now transform the starch into malt sugar. The mashing process takes 1½ hour.

(4) After the mashing process the beer is filtered. The result is two products: The solid mash, that can be used as food for cattle, and wort, that is the liquid used to make the final beer.

(5) Next the wort is boiled for 1½ hour with hops. Hops can be added at different times of the process according to the wanted taste. If it is added early in the process it will give the beer a bitter taste, while adding it later will result in a flowerlike taste. It is the female flower of hops that is used in brewing.

(6) After the beer is cooled down to 25-30 degrees Celsius (7) it is filtered again and (8) pumped into a fermentation tank. Then the yeast is added. The cooling down is important since a higher temperature will kill the yeast cells. During the fermentation the yeast will transform the malt sugar into alcohol. More sugar is also added for the process of making carbonic acid. The process



takes three to seven days. Two types of yeast are used: Under-yeast is used for fermentation at 10-16 degrees Celsius and this is used when making Mageløs Pilsner, and over-yeast is used for fermentation at room temperature and this is used to make Scottish Ale. After this process the yeast is removed.

(9) The beer is pumped into storage tanks in a cold store (0-2 degrees Celsius). Depending on what kind of beer it is, the age hardening process range from 14 days to several months.

(10) When the age hardening process is finished the beer is filtered to remove small particles that make the beer cloudy.

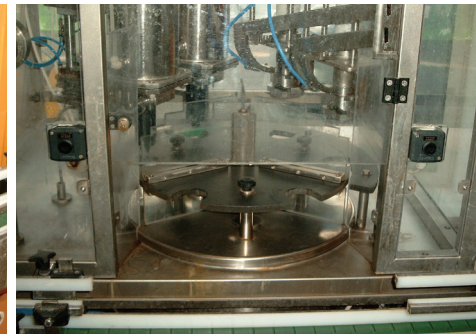
(11) Now the beer is filled in bottles or (12) kegs. The bottles are delivered sterile from the foundry and is cleaned for small glass particles. Viborg Bryghus only uses new bottles.

Then they are placed on the assembly line and taken to the bottle filling machine. Two bottles at a time is placed in the machine and two buttons are pushed, and the bottles are filled with beer. A thin needle is lowered into the bottle and creates an umbrella. This is done to pour the beer along the bottles' sides to avoid that the beer is foaming over. Two caps are put into the machine and the next time the two buttons are pushed the caps are placed on the bottles. A new push on the buttons and the two bottles can be removed from the machine and be put on the assembly line. Next the bottles are passing by the label machine, the label is placed on the bottle and the assembly line ends in a roundabout where the bottles by hand power are put into beer crates.

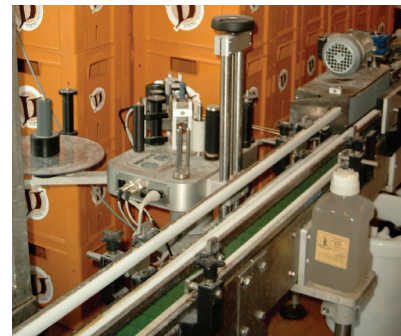
Three different kinds of beer are produced each week and two times a week the beer is bottled by volunteers. For cleaning the machines strong lye and acid is used. When the beer is bottled it is stored at a storeroom at Danske Fragtmænd. #1, #2



Machine to wash bottles



Bottle filling machine



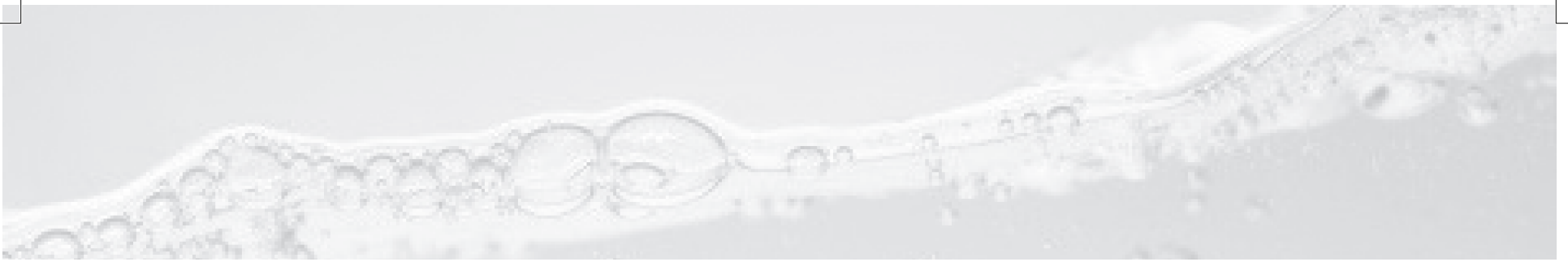
Label machine



Assembly line ends in a roundabout

Sale and distribution

Sale is primarily based on taking contact with new potential distributors and large customers and then follow-up on it. Hans Jørgen Poulsen calls the big distributors once a week and the smaller every two weeks to check if they need to order new consignments. Large orders are handled by Danske Fragtmænd while Hans Jørgen Poulsen takes care of the smaller orders. #1



Problem areas

Problem definition

Who is a potential target group for Viborg Bryghus? What values and qualities are they looking for in a product? Why is special made beer interesting for them? Based on the previous text what new initiatives can help Viborg Bryghus increase the visibility of their products and services? This to become more desirable for a specific potential target group and thereby strengthen their position on the market.

Sub-problems

Viborg Bryghus lacks visibility towards potential costumers. They have a lot of different offers but have difficulties getting the message and information out. Even though Viborg Bryghus has a website (www.viborgbryghus.dk) it is addressed towards the members of Viborg Brygforening. The information is mainly articles and newsletters and has very limited or no information about prices of the beer, the opening-time of Café Munken, the selection of merchandises or the five mobile keg beer facilities rentable.

The brewery is running on a low budget and cannot spend a lot of money on advertisements. This means that advertising primarily is based on positive media coverage rather than traditional adverts. It is difficult to tell the difference between the prod-

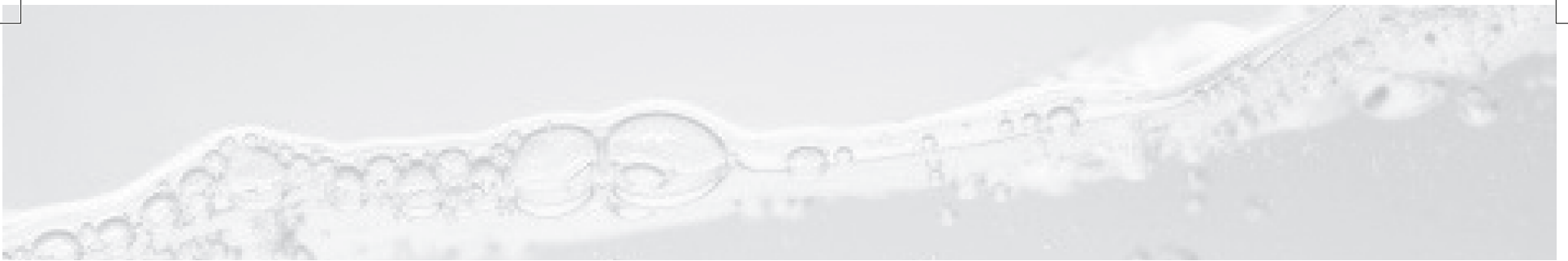
ucts from Viborg Bryghus and the selection of other special made beers when you see them on the shelf. The choice of drinking beer from Viborg Bryghus is primarily based on local dedication.

It has been difficult to find restaurants willing to take in beer on kegs from Viborg Bryghus. This goes for most of the small breweries since Tuborg and Carlsberg supply facilities for keg beer to most restaurants and bars, giving them sort of monopoly on the market.



Café Munken





Vision and objective

Vision

The vision for this project is to come up with new initiatives that can increase the visibility and knowledge in the local community of what products and services Viborg Bryghus has to offer. By finding the values, strengths, weaknesses, opportunities and threats that at present time define Viborg Bryghus in both product and as a company it will hopefully be possible to make a stronger and clearer profile, that together with new initiatives will make the special made beers from Viborg Bryghus more desirable.

Objective

The project will focus on creating new initiatives that can help Viborg Bryghus to become a cost-effective business.

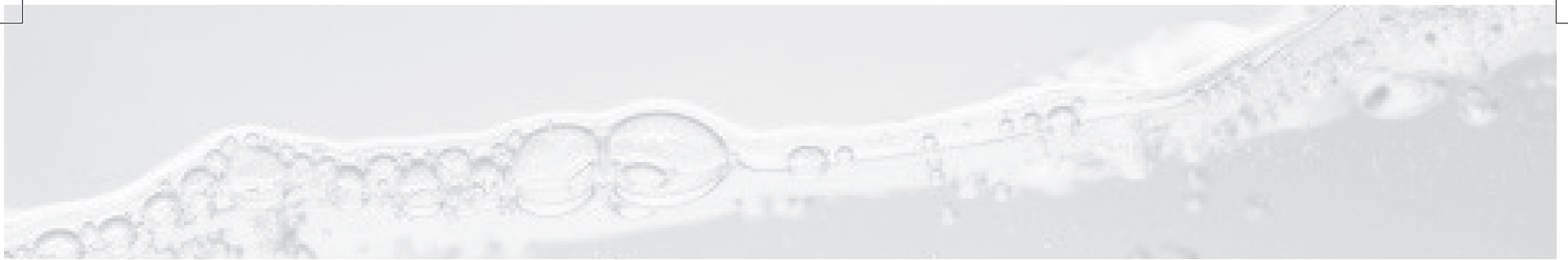
Criteria of success for the new initiatives

- It/they will increase and improve the level of communication between Viborg Bryghus and a specific target group of buyers.
- It will be possible to implement it/them for a price that is realistic in relation to the budget of Viborg Bryghus.
- It/they will strengthen Viborg Bryghus on the market for special made beer.
- It/they will improve the sale and popularity of the special made beers from Viborg Bryghus in the local community.



Meeting over a beer





Subject matter

The following text is a list of subjects that this project will implement in the research and analysis phase.

Company

This analysis will focus on Viborg Bryghus. The intension is to determine the brewery's profile and the present marketing strategy and to get an overview of the products and services they can offer. By doing so it should be possible to locate entrances that can open up for the creation of new initiatives.

Market

Here the market of beer in Denmark will be investigated. The focus will be on the competition of selling beer to the local community. Both related products like other special made beers and beers like Tuborg and Carlsberg will be investigated together with alternative products like wine. This is done to understand the limitation of the market and to determine the values of a special made beer from Viborg Bryghus compared to other brands.

Environment and target group

In this analysis the trends and tendencies in Denmark and in the local community regarding drinking beer will be investigated. A list of questions will serve to identify the context and target group:
Where can you buy special made beer?

Who is buying it?

Where do you drink it?

What are the immaterial values of buying/drinking special made beer?

A psychological analysis will be made on why we buy beer, what we associate with special made beer, and what parameters decide what we buy in general. The subject of environment and target group should end up with a clear and detailed definition of the target group that the new initiatives are addressed towards.

History

The history of brewing beer will be investigated to understand the historical values behind this handicraft. Also the process of brewing will be researched to acquire knowledge and facilitate an understanding of how to produce special made beer. This should together with the historic overview of relevant history in Viborg facilitate an understanding of beer as a product and help finding the immaterial historical values of the beers from Viborg Bryghus.

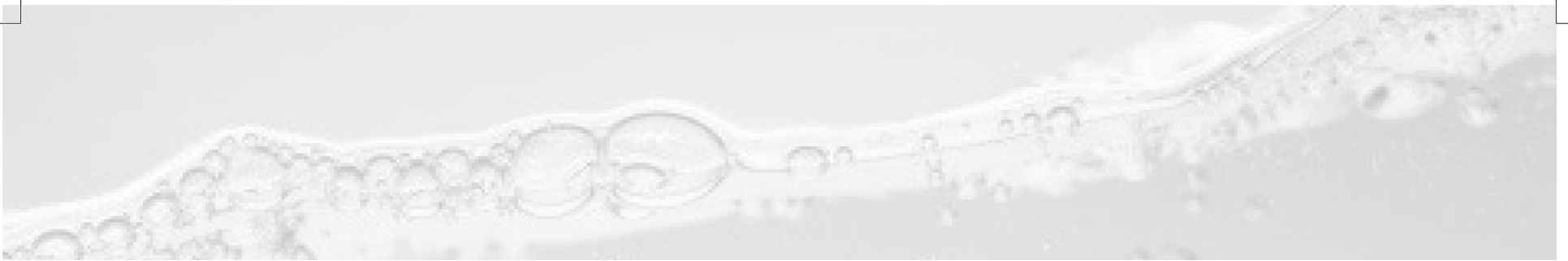
Graphic design and web design

When the new initiatives are created the potential costumers must be made aware of it. This analysis will focus on how to make better communication material between Viborg Bryghus and potential costumers and how to get the message out the right way and to reach the right people.



The history of beer





Methods

Company

- Interview with Viborg Bryghus
- SWOT by Sørensen and Vidal
- Diagrams of product line, actors around the brewery and services
- Brainstorm

Market

- “Five Competitive Forces” by Michael Porter
- “Competition matrix” – This is based on the “Selection Matrix” by Ulrich & Eppinger
- Search on the Internet (articles and statistics)

Context and target group

- “Personas” by Alan Cooper
- Research on storytelling
- Interview with the target group
- Theoretical research on storytelling, perception, neuro-linguistic programming, emotional intelligence,
- Search on the Internet
- Scenarios

History

- Theoretical research on brewing beer in Denmark, the process of brewing beer and a historic overview of Viborg
- Search on the Internet
- Search on the library
- Visit to Horsens Museum, exhibition The History of Beer

Graphic design and web design

- Checklist and comparison with other small breweries’ graphical material (possibly “Experience Compass” by Lund, Nielsen, Goldschmidt, Dahl and Martinsen)
- Theoretical research on the Internet and in books
- Interview with local business people (marketing)

Creation of new initiatives

- “Vision Based Model” by Erik Lerdahl
- “Selection Matrix” by Ulrich & Eppinger
- Methods by Ole Striim



Product testing





Delimitation

Since this project is made by one person and due to the limited project time, the final new initiative will be on a conceptual level. This means that only one concept will be chosen for further development and this concept will be tested to some extent in order to make it probable. The level of the analysis of graphic design and web design will depend on the concept for the new initiative that is chosen.

The geographical research area of this project is primarily the local community of Viborg and to a certain extent Denmark, since the new initiatives, that this project will result in, have the local community as target group. The target group investigated in the research and analysis phase will be limited to the end customer – the consumer that drinks the beer. Unless it is relevant for the new initiative, the project will therefore not focus on restaurants, shops, companies or other similar organizations that might have interest in buying products from Viborg Bryghus.

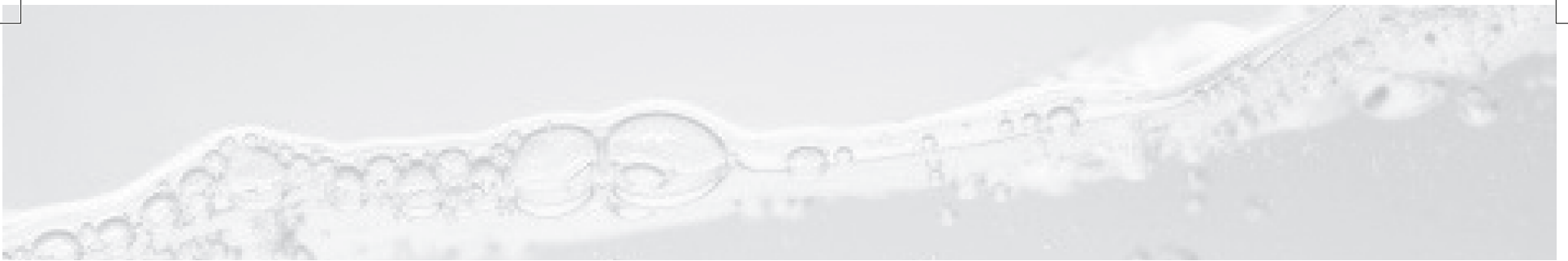
The budget for Viborg bryghus is very limited, and this will therefore be taken into account in the ideas for new initiatives.

The problem area concerning the sale of keg beer, that is mentioned in the text “Problem areas”, will only be treated if it proves relevant for the chosen concept of a new initiative.



Cheers

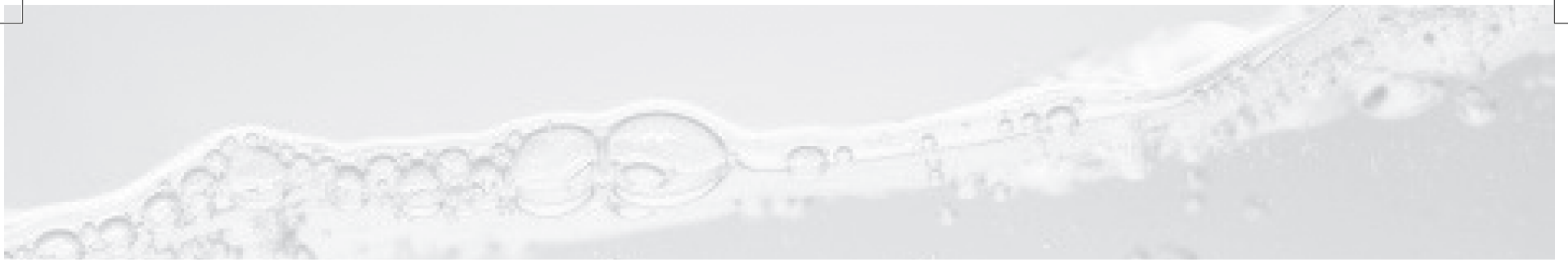


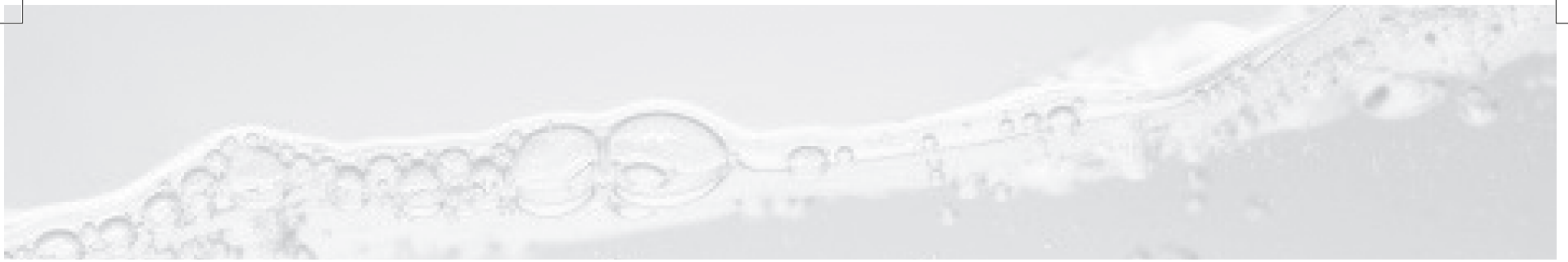


Timeframe

	September				October				November				December				January			
	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52	1	2	3
Phase 1	Defining the project																			
Make programme																				
Meeting with Viborg Bryghus																				
Hand in program																				
Phase 2			Research and analysis																	
Company analysis																				
History																				
Market analysis																				
Environment and target group																				
Conclusion and reflection																				
Phase 3								Generating ideas												
Generating ideas																				
Choosing three ideas																				
Working on the three ideas																				
Choosing one concept																				
Reflection																				
Phase 4									Concept development											
Developing further on concept																				
Testing concept																				
Graphic/web design analysis																				
Testing concept																				
Conclusion and reflection																				
Documentation and closure													Documentation and closure							
Hand in project																				
Christmas leisure																				
Prepare for exam																				
Examination																				







Phase 2

Research & Analysis

The following chapter concerns the research and analysis that have been made in the process. It forms the basis for the decisions made during the development of the new concepts for Viborg Bryghus. The subjects that have been investigated are placed in a chronological order starting with general knowledge and theories, and moving on to more specific subjects. In order to make the chapter understandable and due to the methods used to collect the information, the way that some of the subjects were presented in the programme has been changed and is separated differently than first planned.



History





The history of beer

The following text forms an introduction to the history of beer and brewing in Denmark and in Viborg in particular. The intention is to find the historical values that is related to Viborg beer.

Beer

Beer is mentioned for the first time in old Sumerian cuneiform dated back 5000 years. They lived in the area between the rivers Tigris and Euphrat in what today is known as Iraq. The text mentions more than 20 different kinds of beer that each played different parts in everyday life. The religious beer, Sikaru, was produced by softening bread of wheat and barley in water and then letting it ferment for several days before it was seasoned with honey and dates. The raw materials for brewing beer have been grown since the 9th century BC, and it is assumed that the

rather simple process of brewing beer has been used long before the Sumerian.

One of the oldest sign of brewing beer in Europe is found in Foldby between Randers and Århus in Denmark. The grave contained an earthenware jar with remains of beer. The grave is 4.800 years old and from the late Stone Age.

Findings from the Bronze Age (1800 - 500 BC) suggest that a mixture of beer and fruit wine was used at funerals and other religious ceremonies in the villages. Remains in the grave of "Egtved-pigen" was analysed as a drink that was brewed on wheat and cowberry or cranberry and seasoned with bog myrtle and added honey. The findings from the Bronze Age of remains of alcoholic drinks are either mead, an alcoholic drink with honey, or a mixture of mead and beer.



The earthenware jar



The grave at Foldby



A drawing of one of "guldhornene"

In the Iron Age (500 BC – 800 AD) the Celts and the Teutons were famous for both their tasty beer and their thirst. The beer was drunk at religious ceremonies and any social event. A drinking horn made of metal or animal horn was used to drink beer from. They were also sacrificed to the gods and one example of findings of drinking horn is “guldhornene” that were sacrificed in 600 AD.



Bog myrtle



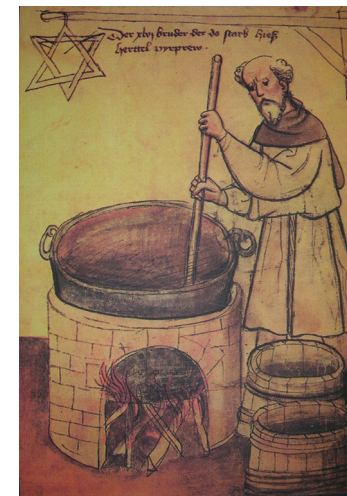
Hops

The Vikings' (800 – c. 1050 AD) large consumption of beer is known from the sagas. The beer was made of malt from barley, wheat and oats. Findings from the Bronze Age indicate that bog myrtle was used in beer to give the bitter taste. Today the breweries mainly use hops. One exception is Thisted Bryghus that uses bog myrtle.

In the Middle Ages the prospering of convents and monasteries had a profound influence on brewing beer. The monks and nuns shared and combined their experiences with cultivation of plants and the process of brewing beer, and around 800 AD the growing of hops was initiated in Europe. The hop gardens came to the convents and monasteries in Denmark around 1100 AD, and beer made on hops soon became the favourite of the Danes.

It was also at this time the monks developed the process of gathering the yeast and reuse it in the following brewing process. This meant that the process of spontaneous yeasted beer was replaced with the process of over yeasted beer.

The craft guilds bought beer from the monasteries. Beer played an important role in the craft guilds since any violation of the guild's regulations lead to fines measured in beer. At parties all fines were collected and all members of the guild participated in drinking the beer. In the Middle Ages beer was used both at parties, religious events and for every day purpose.



A monk brewing beer

In the 17th century beer played a central role at parties and festivals. At funerals the village gathered for funeral feast to remember the deceased. As in the Middle Ages beer was still used in the villages as payment of fines. Also minor crimes like theft were punished by beer fines together with a temporarily exclusion from the community. It were the women on the farms that brewed beer. There were two kinds of beer: Beer for daily use and a stronger beer for special occasions.

Water was until a 100 years ago not clean enough to be used for drinking due to the contamination caused by



Also the children were drinking beer

the waste being thrown in the streets. Therefore beer was an important part of everyday life and both adult and children were drinking it. #3

In Copenhagen brewer farms sold beer to the citizens. The brewer guild created a duty on imported beer to protect own production against beer from Germany or beer brewed outside the city. This privilege was given by the Danish king in return of the guild buying all barley from the king's estates.

Until the middle of the 18th century a food regulations ensured for instance a commander or a convict 25 litres of beer a week.

In 1801 Christian VII appointed the Great Brewery Commission for the purpose of encouraging the development of and the competition between the breweries. This led to the Dissolution of the brewer guild in 1806.

In the late 18th century the industrialization of the breweries began. Steam engines made the production of beer easier. New production methods making Bavarian beer were introduced. This led to the investigation of new technology and knowhow since the traditional Danish household beer (hvidtøl) was over yeasted beer and the new Bavarian beer was under yeasted.

As a result of the introduction of the beer tax in 1891 the Bavarian breweries in Copenhagen united in a special association "Dansk Bryggeriforening" in 1894. 11 of the old "hvidtøl" breweries in Copenhagen had in 1890 united in an association "De forenede Bryggerier" to create a steady market in Copenhagen since the result of the free competition conditions that appeared after the dissolution of the brewer guild had created a very fluctuated market. #4

In the last part of the 18th century many of the large breweries

that are still producing beer today were formed. The first brewery was Carlsberg initiated in 1847 by I. C. Jacobsen who was son of one of the brewers in Copenhagen. Carlsberg was created with the purpose of producing Bavarian beer that compared with "hvidtøl" could stay fresh longer and had a more delicate taste. Breweries like Ceres, Wiibroe, Albani, Fuglsang, Thor, Tuborg and finally Faxe were also formed in this period of time.

Around the turn of the century Denmark had almost 1000 breweries. But due to shutdown, buying, mergers and a change in the Danes taste of beer this number was reduced to 12 breweries in 2000. The better production facilities that the larger breweries had, made it difficult for the small breweries to compete in taste and the Danes favourite beer was in the 20th century the lager (pilsner). #5

Micro breweries

In 2000 Denmark had only 12 breweries left. But the interest for special made beer has increased over the last seven years. Today there are 71 Danish micro breweries. The rise of interest is to some extent caused by the effort that the association "Danske Ølentusiaster" has made to spread the knowledge of beer.#3 Also the change of the Danes' taste in beer from the 1990s has made it possible for the brewing of special made beer to become a lucrative business. #5

Packing

From the late 14th century the breweries sold their beer in beer kegs and the beer was drawn directly from the kegs. In the 1930s the old beer kegs were replaced with “fence beer” that consisted of the Danish type of household beer called “hvidtøl” in a 5 or 10 litre glass bottle with a “fence” of wood around. The bottles were cleaned and reused. The brewery placed their name on the cork in order of retrieving their own bottles.

Beer crates in wood have been used since the late 18th century and contained 50 beer bottles. In the 1960s they were replaced with the plastic beer crates containing 30 bottles that are still used today. #3

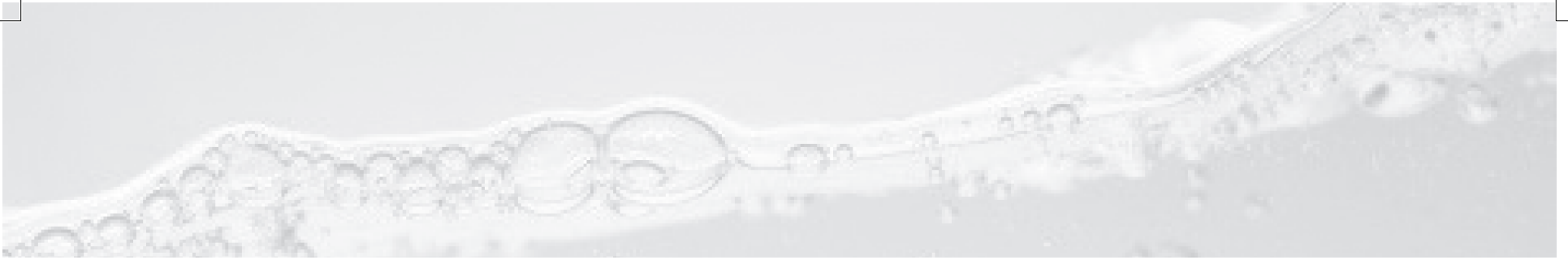
Values of beer

The present text has shown that the Danish beer has always been separated into two types: The everyday beer and the beer for social events. Until recently beer was an important part of life in order to survive since clean drinking water was not available. This research has also given a new meaning to the Danish term “kvaje-bajer” – if you do something social unacceptable you pay a fine in beer. This has apparently been a part of the Danish culture since the Middle Ages.

The historical values of drinking beer entails getting together to celebrate or make social bonding, to express the solidarity in the community, to set things right and solve minor disagreements. The history of brewing beer is also about standing together and helping each other.



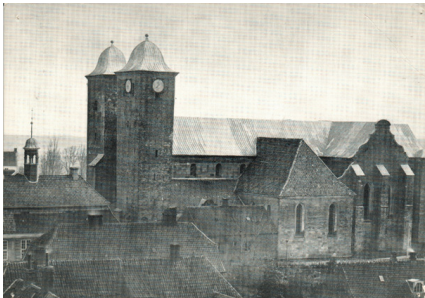
“Fence beer”



Beer in Viborg

In the following text two of the most famous breweries in Viborg are mentioned. There have been other breweries in Viborg, but Bauer and Odin are the two breweries that represent beer making in Viborg in the mind of the local citizens. This text is intended for finding the local values of beer.

Beer made on hop has been made in Viborg since the monks introduced it in Denmark in the early 12th century. In the beginning



The cathedral rebuild after the fire in 1726

the sales of beer surplus from the households in Viborg were considered an important extra income. After brewing became an independent handicraft it was forbidden to import and sell beer from outside Viborg, especially during the fairs. The local brew was famous around the country for its taste and quality.

The extensive brewing in the households of Viborg caused in 1726 a fire that burned down a large part of the town including

the cathedral and several other churches. #6

Bauer

Peter Bauer was of a Hungarian brewer family and he moved to Viborg in 1868. In 1872 he bought one of Denmark's oldest "hvidtøls" breweries located in Viborg and formed a small Bavarian brewery. Along with the old brewery came the famous sacred spring called Sct. Mortenskilde. The water herefrom was used in the brewing.

Bauer built large underground caves that could keep the temperature of 2-6 degrees Celsius, which is necessary in order to make under yeasted beer. In 1873 the brewery went bankrupt and the



"Bryggeriet Dania" 1904

creditors overtook the daily management. Together with other leading citizens of Viborg they initiated the corporation "Bryggeriet Dania", but in 1891 the brewery was closed.

The caves and buildings are not mentioned in local history before 1989 when the restaurant "Brygger Bauers Grotter" took up residence there. It is today one of the most popular restaurants in Viborg. #7, #8

Odin

In Viborg the tradition of brewing beer in a brewery began in 1832 with Odin located in the old Latin Quarter at the address Store Sct. Mikkel's Gade 7 nearby the location of Viborg Bryghus today. Chresten Olesen formed it as a "hvidtøl" brewery but in 1850 his son-in-law took over the brewery and started experimenting with Bavarian beer. He invested in modern equipment and larger facilities. But it was no success and he was declared bankrupt in 1857. After this many changes in ownership took place and finally parts of the brewery burned down in 1865.

In 1868 Theodor Lillienskjold bought the brewery and named it "Odin". He represented new and modern business ideas and made the brewery a profitable business. He rented out part of the new front building to restaurant-keeper M. Elsas and he used the space as a combined restaurant and bar named "Valhalla". In 1868 he presented the first Bavarian beer brewed in Viborg and in 1885 the brewery was industrialized with the acquisition of a steam engine.

Odin became a corporation in 1899 and was a profitable business until World War I. New taxes on beer and the recession of the society led to a fall in sales of beer and soft drinks that lasted for two decades. In 1938 master brewer Carl Mordhorst took over the brewery when it was close to shut-down. He managed to turn Odin into a profitable business once again. From this period of time the brew from Odin was considered to be the beer of the town.



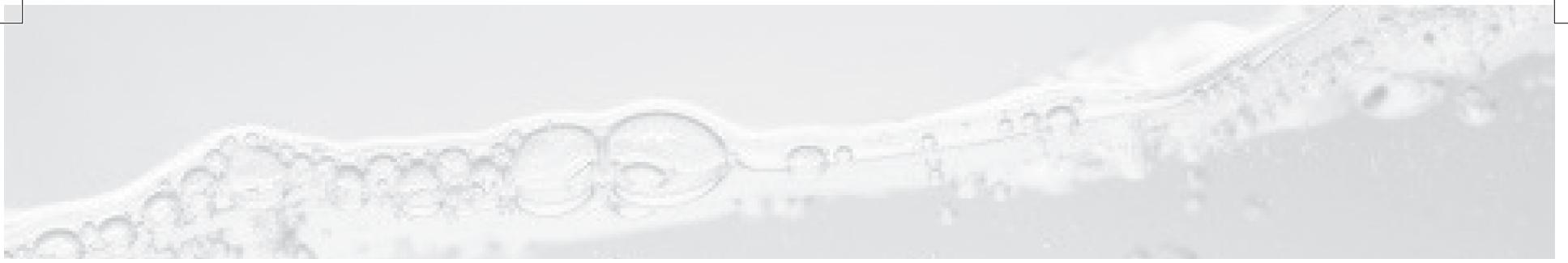
The brewery "Odin" 1920

In 1977 Odin was moved to new and larger facilities in the industrial area to the west of its former location. In 1978 Odin was sold to Faxe Bryggeri A/S and in 1982 the famous "Prinsens Bryg" that has been produced for 17 years was replaced with a lager called "Viborg Pilsner". In 1988 the popular local brewery was closed. Odin was the oldest of the larger breweries in Denmark and existed for 156 years. #9, #10

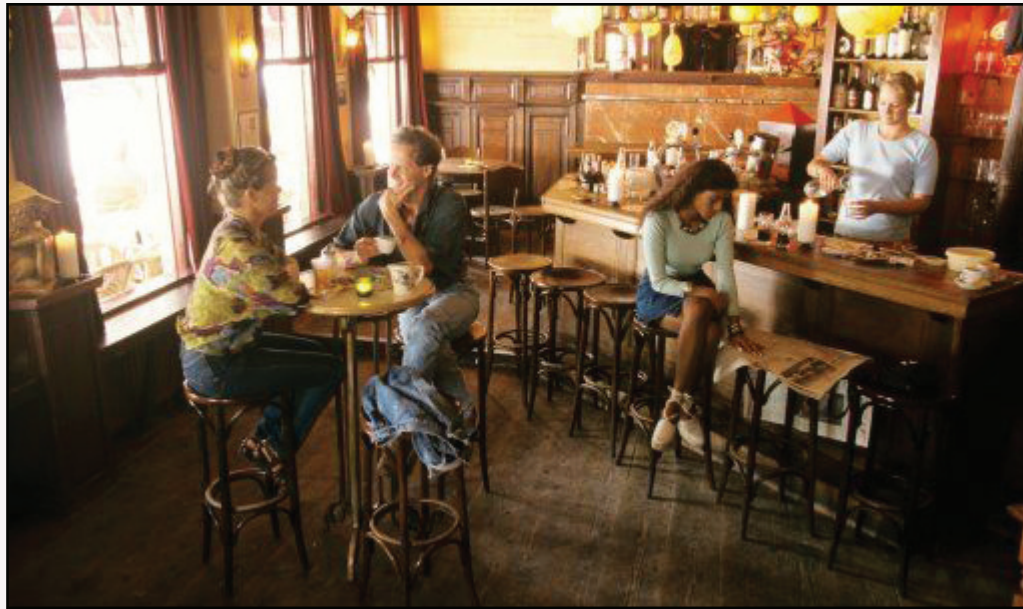
Local historical values

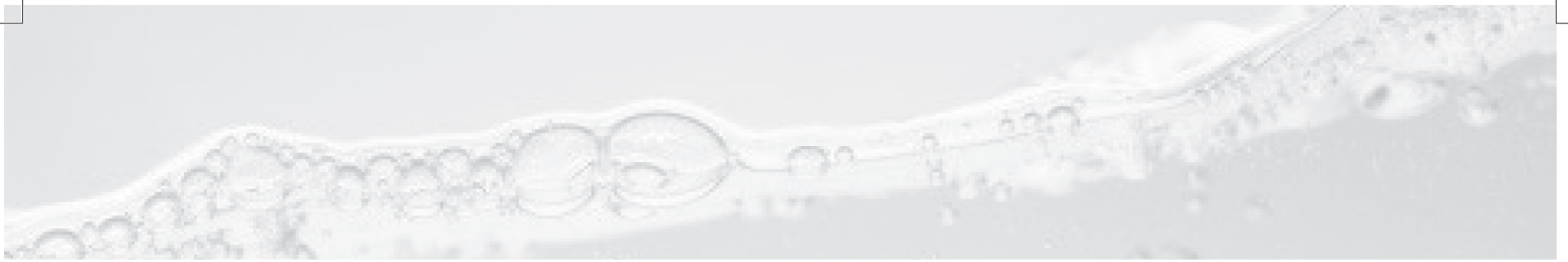
Viborg has a long tradition of brewing beer. For many years the old local brewery Odin was the pride and joy of the citizens. When it closed down it left a memory of pride and solidarity in the minds of the citizens, and Viborg Bryghus is expected to fill this void.

The local historical values of drinking beer in Viborg are basically centred on drinking beer from "our" brewery. It is about pride, solidarity, a mental ownership and the will to support the local brewery. The tradition of brewing beer in Viborg also has strong bonds to the support from financially strong local citizens. The idea about combining a brewery and a restaurant or bar is also part of Viborg's history.



Psychology & Social trend





Inside the brain

In order to find out what decides what people are buying research and analysis has been made on how the brain works when we stand in front of a choice. The following text and aspects that will be drawn from it are based on a cognitive approach.

Perception

Perception is the way we conceive something through our senses. The sense organs are divided into two types of senses: The exteroceptive sense and the proprioceptive senses.

The first type is receiving impression from the outside world and the second type is receiving impressions from the human organism. The most interesting for this project are the impressions coming from the outside world. These are sight, hearing, touch (pressure, heat, cold), smell and taste.

These stimuli from the outside world are compared and interpreted by a process in the brain into a meaningful whole, for example the opinion of a person or an event. #11

Stimulating the emotions through the senses

The sense of smelling has a more direct connection to the emotions than the other senses. Impulses from the senses are sent via the nerve system to the brain as small electrical impulses. The

impulses are registered in the areas of the cerebral cortex that is connected to the specific sense.

The sense of smelling has a direct connection to the limbic system which is the place in the brain where it is believed that emotions occur. This means that the first reaction of a smell is an emotional reaction followed by realization. Impulses from the other senses pass through the thalamus before they reach the limbic system. This means that for instance seeing something we are conscious of this image before it is connected with the feelings that rise with it.

The theory is that the mechanism of smelling giving an emotional reaction before a realization has enabled the humans and other animals to make a fast estimation of whether the food was eatable or not. The quick reaction has given an emotional feeling of liking or disliking and has secured that they did not by accident eat something bad for them. #12

Rational and emotional consciousness

Inside the brain there are two kinds of mental activity. The mental activity controlled by rational thinking is the one people in the western societies pay most attention to in general. It is more prominent and is characterized by activity of thoughts and the ability to reflect on something.



The other mental activity is controlled by emotions. It is impulsive, has a great penetration power and may sometimes seem irrational.

The two mental activities are influenced by and depending on each other in order to form consciousness. Normally there is a balance of power between them, where the emotional part passes on information to the rational part, and the rational part filters and sometimes reject the emotional input. But the stronger an emotion the more the emotional consciousness will dominate.

Making rational decisions

Everyday life includes making a lot of choices. By using the emotional learning gained throughout life, the brain simplifies the decisions from the start by eliminating some and highlighting other choices. Test results have proved that emotions are often important for making decision because they will lead a person into a certain direction. After this, plain facts can be used to evaluate a foreseeable amount of options. This way the emotional and the rational consciousness are equally involved in the process of making choices.

Controlling emotions

The brain is built in such a way that it gives a person very little or no control of what kind of emotion which appears. A person does have a slight influence on how long an emotion will last.

Nevertheless most people (particularly adults) make attempts to control their emotions. Through activities and choices people try to change their emotions in order to feel better or get in a better mood. Also the choice of food and drinks is an attempt to feel better and get in a better mood.

An emotion may function on both a conscious and an unconscious level. Emotion placed on the unconscious level can still play a great part in how a person sees things and reacts on it. #13

Neuro-Linguistic Programming (NLP)

It is possible to make communication that appeals to a large group of people if you are conscious about how to express an experience.

When you have an experience it is sensed through three channels:
Visual - what you see
Audible - what you hear
Kinaesthetic – what you touch, smell and taste

We use language and expression to perceive the world. The experiences we have are being encoded, organized and analyzed throughout the senses in order to “make sense” and is afterwards represented in the mind through pictures, sounds, smells, tastes, words and the combination of these.

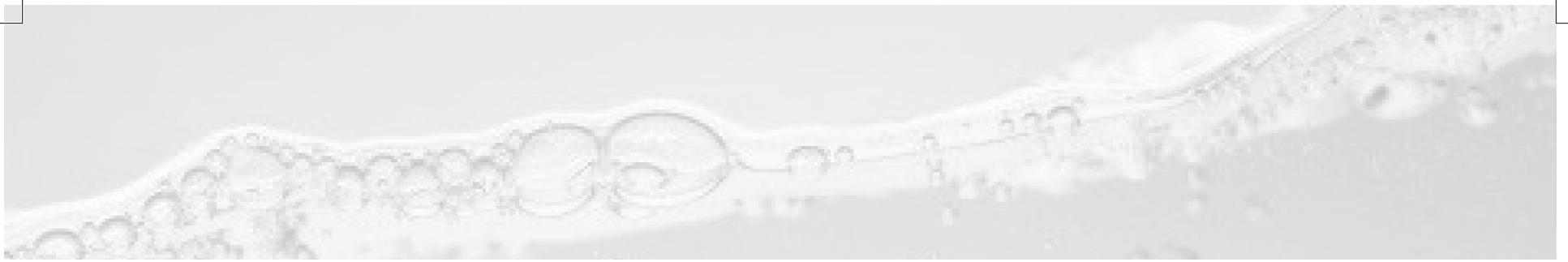
This combination of pictures, sounds, smells, tastes and words can later be used to communicate with yourself and others in order to achieve the wanted result.
Source: www.dansknlp.dk

Most people have one channel that they prefer in order to understand something written or said. Text or conversation may be done in a way that stimulates all three areas or channels. This increases the possibility of reaching as many people as possible. The channels are especially useful when using adjectives, metaphors and other expressions. #14

Summary

When making choices in everyday life about for instance what to drink we use our senses to register what the choices are. The brain put together a picture for us and connects it with emotions. Especially smells are important since they create an immediate emotional reaction. The goal is in many of our choices to feel better and get in a better mood. We first use our emotions to make an overall decision and then we use rational thinking to make a final choice.





Society

This text presents an analysis of the tendencies in the society of today when it comes to what the consumer wants when they are buying something in general and beer in particular. It will also look into some theoretical strategies of selling to the modern consumer.

Drinking beer

The people who drink beer can be separated into two groups: The ones, who do not care about the beer specifications and the connoisseur interested in the ingredients and beer production. It is in the latter group that people interested in special made beer is to be found.

The new trend in Danish brewing has moved the focus from mass production with uniform quality to experience production. Experience reflects a core value to the modern consumer and therefore an important ingredient for all producers of consumer goods, from the old experience industry like travelling to new areas like food production. Earlier the experience of a product should be the recognition and expectation of enjoyment. Today it is more complex to produce the experience since the demand entails surprise and new experiences. The history of beer shows a product that has gone from necessary support of liquid to that of pure enjoyment.

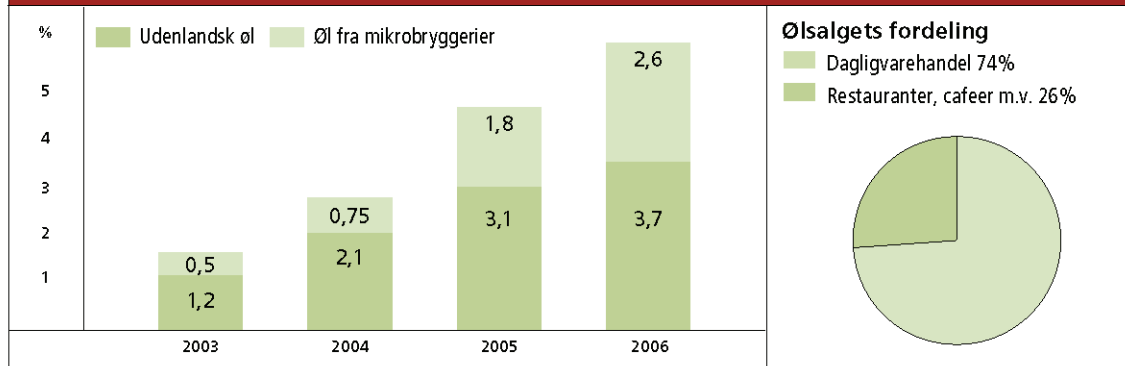
The popularity of beer through 10.000 years is caused by three reasons: Beer being the source of hygienic liquid until 100 years ago, beer has also for many years been considered an important part of the daily diet (liquid bread) and the heady ability that continuously secure the beers popularity. Beer has this latter ability in common with wine. For a long time wine has been considered the luxury and dinner table drink while beer slowly disappeared from the dinner table and became a sign of low status.

Today the consumption of imported beer and special made beer is increasing. The sale of cheap beers shows a downwards tendency. This is caused by the fact that people have more money and appetite for new experiences. The modern consumer knows more and wants more from the bought products. At first it was the sale of wine that benefited from this change in the Danish consumer mentality, but lately quality beer has also been part of this trend.

For a long time the language of wine has been full of words that described the taste, colour, smell etc. This has given wine the benefit that it makes ordinary people feel like experts when they are drinking and talking about wine. So wine was no longer just something you drink but a cultural event, and this secured its popularity.



Udenlandsk øl og øl fra mikrobryggeriers andel af indenlandsk salg (opgjort i %)
Sales share of imported beer and beer from micro breweries (in %)



KILDE: BRYGGERIFORENINGEN

Statistic material of foreign beer and beer from micro breweries

Beer did not have its own language until recently. A description of a beer did not go any further than "It's nice and cold..." The first attempt to make a description of beer was "The beer flavor wheel". It was centered on the flaws of beer. With the arrival of the micro breweries and the increasing interest of imported special made beer the need for a positive beer language has occurred. #15

Statistics

The statistic material shows an increasing interest in both foreign beer and beer from the micro breweries. Almost 3/4 of the beer bought in Denmark is bought in the supermarket while only 1/4 is bought on restaurants, bar etc.

The dream society

According to Rolf Jensen, Institute of Future Studies, since the 1990s we have lived in what he defines as the dream society. The idea behind the market of the dream society is that the consumer will demand dreams instead of realities, and feelings instead of physical products. In other words if you want to sell a product it has to come with a story that touches the buyers emotions.

There are four ways to get a story into your products or services. The first one is to buy a story that is already there. This can be done by sponsorship of athletes, racing drivers or adventurers. The second way is to arrange an adventure for instance a sporting event and use it to connect the name of the product/ company with winner mentality. The third way is to acknowledge that you are selling adventures together with the customer as a co-storyteller. Here an association of users and owners can tell the story to new customers and also tell the producers how they want the story to evolve. The fourth way is to let the customer make up the story about your kind of product and then use it in your own production. #16

The market of solidarity.

When the book "The dream Society" was written the American bar and pub market sold for around 15 billion dollars a year. It is 129 dollars for each American between the age of 25 and 59 years. A main reason to go to a bar or a pub is to experience solidarity and strengthen the social bonds.

The Irish company Guinness that sells beer all over the world has taken into their sales strategy that the product is no longer beer but rather solidarity and being together. In cooperation with The Irish Pub Company Guinness offers people all over the world to experience Irish atmosphere. The concept includes a pub with

an Irish name, Irish bartenders, Irish musicians, Irish interior and of course Irish beer.

Every day one Irish pub based on this concept is opened somewhere around the world. Even though solidarity is a product very different from beer as a product, the concept of joining them has secured Guinness a large profit. Splitting the concept up in a dream society metaphor, the beer is the ritual the pub is the stage and the guests in the pub are the actors that carry out the ritual.

Even though the concept seems profitable it is still important to take care of and cultivate the story. Otherwise it will become watered down and loose interest among the consumers. #16

The market of who-am-I

Today you define and communicate your identity from the products and services that you buy. Questions like "Who am I?", "What are my values?" and "Who do I identify myself with?" are some of the things that the modern consumer seeks to express through the daily choices. Poverty is in the Dream society defined as not being able to buy the stories that you want to identify yourself with. Storytelling has become an important part of the marketing strategy since the company who tells the best story and is doing it the right way also is the winner. With the product itself being a secondary product the battle of market shares has become a battle between stories. #16



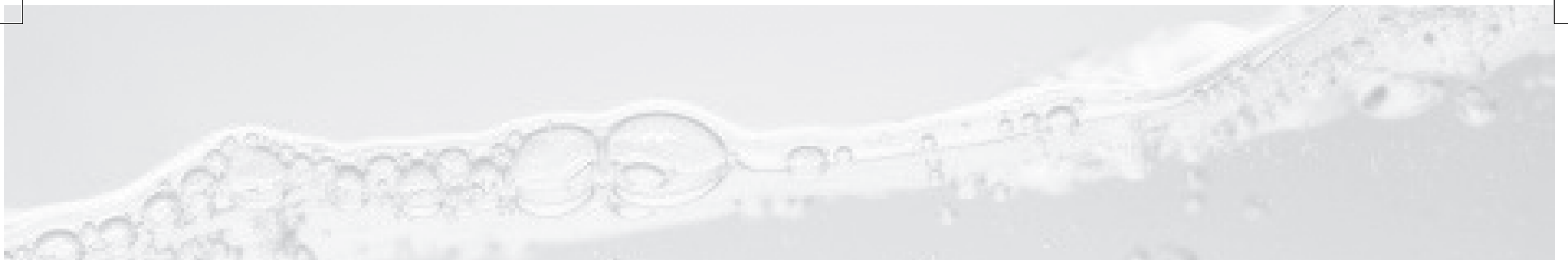
Summary

The new trend in Denmark has made beer an experience product. Beer has for some time been produced with the experience of recognition and expectation of enjoyment, but the new trend is moving towards surprise and new experiences. The reason to drink beer is to quench one's thirst and to experience the heady ability. The consumption of special made beer is increasing but still holds only 2,6 % (2006) of the sale on the beer market.

The products that the consumers want today come with a story that touches the consumers' emotions. The four ways to implement a story is to buy an existing story, arrange an adventure to connect to your product, use the customer as co-storyteller or let the customer make up a story about your product. The product itself has become of secondary importance. Beer is not about a drink anymore but about solidarity and being together.

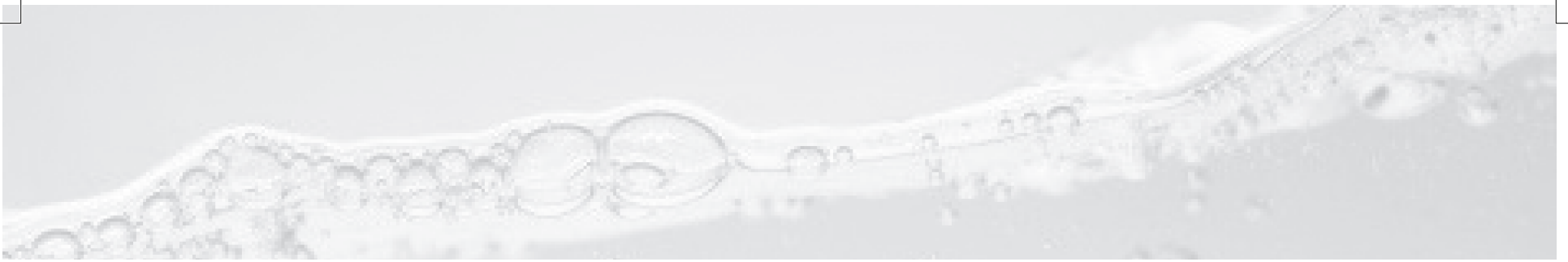
Today you define and communicate who you are and what you stand for through the products and services that you buy. This means that storytelling has become an important marketing strategy and the company who tells the best story in the best way reflecting the Zeitgeist is also the company who wins the customer.





Cooperation analysis





Viborg Bryghus

The following text will focus on the importance of the volunteers and give an update on the initiatives that Viborg Bryghus has made since the previous chapter was made. The information in the text is based on a meeting with some of the volunteers and articles in the local newspapers.

The outcome of this text will be the creation of new strategies for the new initiatives that is to be the outcome of this project.

Volunteers

The volunteers working at Viborg Bryghus are primarily pensioners and early retirement pensioners that are interested in beer. They are separated in four groups: One group is bottling the beer, a second is running the café “Munken”, a third is renovating the café and the fourth group is arranging events for the members of Viborg Bryggerforening.

Primarily the volunteers are men, and it seems to be difficult to get the attention of women for voluntary work at the brewery.

It is important for Viborg Bryghus that they can rely on the help from the volunteers since the economical burden of a hired labour will be unbearable. The use of free labour secures the survival of the brewery.



The volunteers bring high spirit into each bottle and you instantly sense their joy of the work.

The volunteers view Viborg Bryghus as the brewery of the town – “our brewery”. In their minds Viborg Bryghus has taken the position in the local community that Odin once had. They enjoy working at the brewery since they find the job interesting and they also find it refreshing to get out of their homes and do a useful job. Talking with the volunteers gives an overall impression of loyalty towards the local brew and brewery, a feeling of ownership, pride and mutual benefit and satisfaction. #17, #18, #19



Marketing

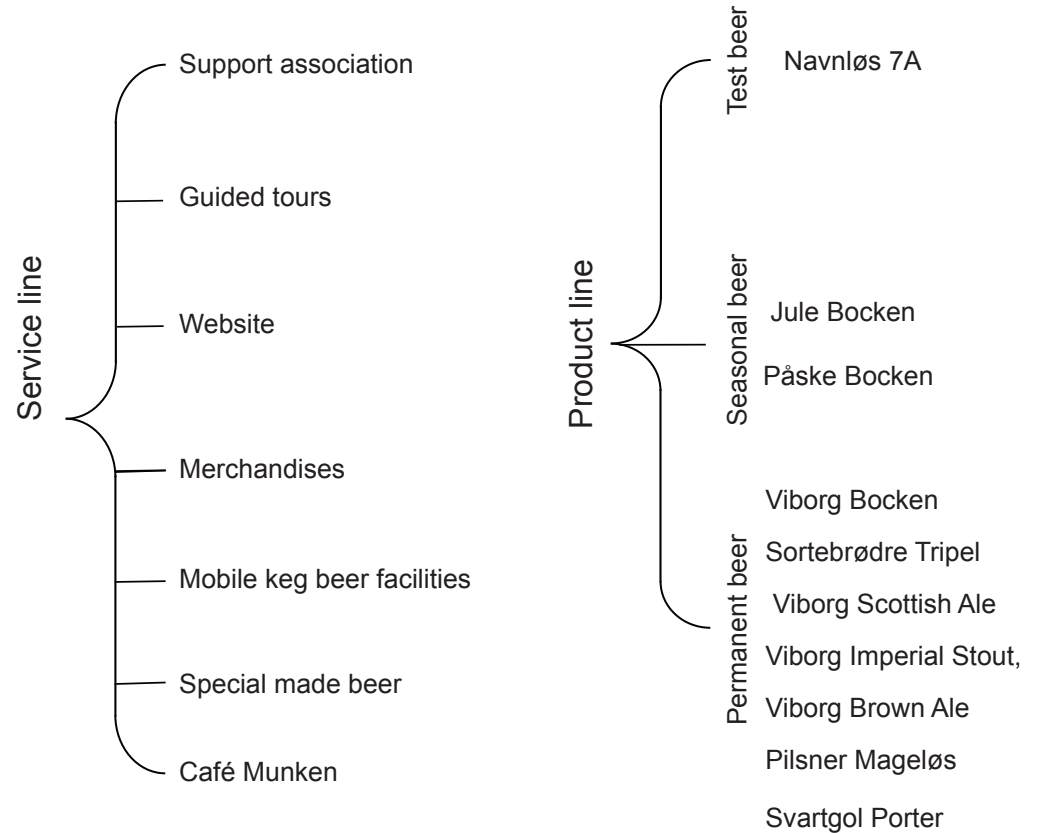
During this project Viborg Bryghus has sent out more adverts and has been mentioned in articles in the local papers “Viborg Nyt” and “Viborg Stifts Folkeblad”. Also a paper about Viborg Bryghus has been door-to-door distributed in the local area. (See Appendix I)

Having close contact with the local newspapers “Viborg Stifts Folkeblad” and “Viborg Nyt” is very important to Viborg Bryghus. It secures that the name “Viborg Bryghus” is often read in the paper by the local citizens and thereby the name will stay fresh in the minds of potential consumers. The local papers have played a part in the establishment of Viborg Bryghus since the papers first raised the question about a new brewery in Viborg.

Viborg Bryghus benefits from free advertisement every time it is mentioned in an article and they do not at present time pay for adverts. On the other hand the papers retrieve material about a local business that the citizens of Viborg are interested in hearing about. But the free advertisement is primarily to support Viborg Bryghus. #20

Products

A new product “Svartgol Porter” has been introduced on the market.



An overview of the services and products that Viborg Bryghus is offering

Suppliers of ingrediens

Water
Malt
Hops
Yeast

Suppliers of material

Bottles
Kegs
Beer crates
Caps
Labels

Suppliers of sales literature

The local newspapers
Advertising agency

Suppliers of merchandises

Stock and freight

Distributors

Buyers

Distributors of waste

Actors involved

Special made beer
from Viborg Bryghus

The board

The board consist of six members

The manager

The master brewer

The reserve master brewer

Viborg Bryggeriforening

A support association for Viborg
Bryghus with 223 members

Volunteers

Members of Viborg Bryggeriforening
Outside volunteers
In all 32 volunteers

An overview of the actors involved in Viborg Bryghus

A cooperative business

Viborg Bryghus is managed as a cooperative. In 2005 Viborg Bryggeriforening was established with the purpose of having an organization behind the work of starting a brewery in Viborg. They should ensure that the brewery became a private limited company with a public owner group. Almost 4000 shares were sold to 3500 people. It is among the members of Viborg Bryggeriforening and the shareholders that the board is elected. The board is in cooperation with the manager and the master brewer running the brewery. #19

Viborg Bryghus is connected to and depending on a lot of different actors. They all have influence on the way the brewery is working. The production in the brewery is depending on the work of the master brewer, the manager and the volunteers. In order for them to have something to work with the brewery is depending on suppliers of ingredients and materials.

In order to sell the products the brewery is depending on sales literature. This is handled for free by one of the board members

Value exchange system

Viborg Bryggeriforening

Recieve:

- Solidarity
- Mental ownership

Gives:

- Support
- Knowledge about Viborg Bryghus

Viborg Bryghus

Local newspapers

Recieve:

- Information

Gives:

- Knowledge about Viborg Bryghus
- Support
- Free advertisement

The board

Recieve:

- Participation in decision making
- Inffence
- Solidarity
- Mental ownership

Gives:

- Free sales literature/graphic work
- Labour
- Support
- Knowledge about Viborg Bryghus
- Own experience

Volunteers

Recieve:

- Solidarity
- Pride
- Mental ownership
- A meaningful job

Gives:

- Free labour
- Loyalty
- Knowledge about Viborg Bryghus

Buyers

Recieve:

- Mental ownership
- Solidarity
- Quality product

Gives:

- Support
- Knowledge about Viborg Bryghus
- Money

An overview of the value exchange system between Viborg Bryghus and the five actors that have the greatest influence on Viborg Bryghus

who own an advertisement agency and contact with the local newspapers. Also merchandises which also increases the knowledge of Viborg Bryghus are sold at the brewery. When the beer is produced it is put on stock or delivered to the suppliers for further sale. The stock and freight is handled by a transportation company. Distributors of waste collect the waste from the brewery.

The customer's role can be seen as limited to buying the beer

from Viborg Bryghus. But every time a person is buying a beer from Viborg Bryghus they also recieve immaterial value. They buy a piece of the story of a small local initiative. All who buy a beer from Viborg Bryghus support the local brewery and become part of the solidarity and local patriotism that the special made beers are standing for. In my view the full potential of this strategy of mental ownership seems not yet to have been reached. The story of Viborg Bryghus may become more evident to the minds of the costumers.

Map of distributors



Distribution

As the map shows the distributors of special made beer from Viborg Bryghus are centered on the local area. You may still buy beer from Viborg Bryghus in other towns but the primary target group includes the local citizens.

SWOT

A SWOT-analysis is based on an analysis of a company's internal strengths and weaknesses and the external opportuni-

ties and threats. These four forces are used to create future strategies for the company. It is primarily for the use in a private company that is placed under competitive conditions. It will give an idea of how Viborg Bryghus is equipped on a competitive market.

Following SWOT-matrix is based on the research and analysis made so far. Each strength and opportunity is evaluated to estimate its stability and consequence for the present situation. Each weakness and threat is evaluated to estimate the consequence it has on the present situation and the possibility of changing it into a strength or opportunity. The matrix is depicted on the next page.

Summing up

The volunteers are important for Viborg Bryghus and their loyalty towards the local brew and brewery, the feeling of ownership and pride needs to be spread out to include the citizens of Viborg ie the buyers. The story of small local initiatives needs to be told in a new way by buying a beer from Viborg Bryghus you not only support the brewery, you also become part of the solidarity and local patriotism that is connected to the concept of this particular brewery.

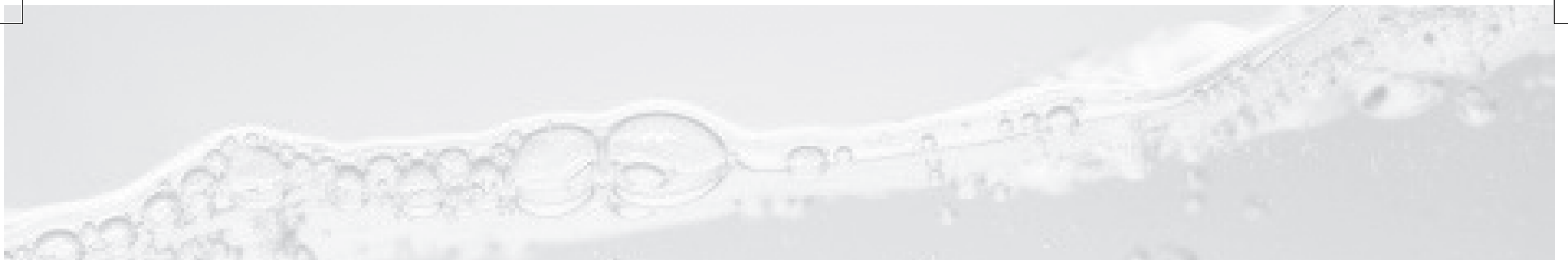
The ideas about free labour in the production and having close contact to the local newspapers "Viborg Stifts Folkeblad" and "Viborg Nyt", are important to the survival of the brewery. The mutual benefit and satisfaction are important for the co-operation to work.

It seems that the full potential of the strategy of local beer patriotism and voluntary work has not yet been reached. The story and the values of Viborg Bryghus are still not clear in the minds of the customer. In order to respond to this this, new strategies have been made in this project by using a SWOT-analysis.

Situation analysis SWOT

<p style="text-align: center;">Internal</p>	<p>Strengths</p> <ul style="list-style-type: none"> - Voluntary work – far-reaching consequences and large stability - Good quality beer - far-reaching consequences and large stability - Café Munken – small consequences and large stability - A lot of new initiatives - far-reaching consequence and large stability 	<p>Weaknesses</p> <ul style="list-style-type: none"> - Small budget – large consequences and little possibility of changing - Difficulties in communicating with the costumers - far-reaching consequences and good possibility of changing - Low power of penetration- far-reaching consequences and large possibility of changing
<p style="text-align: center;">External</p> <p>Opportunities</p> <ul style="list-style-type: none"> - Co-operation with local forces - far-reaching consequences and high level of stability 	<p>Stategies</p> <ul style="list-style-type: none"> - Concentrate on cooperation with local forces to create new initiatives - Look for other possibilities to combine the voluntary help with the local forces 	<p>Stategies</p> <ul style="list-style-type: none"> - Concentrate on better communication with local companies - Concentrate on mutual help with other businesses in the local area
<p>Threats</p> <ul style="list-style-type: none"> - Other special made beers - small consequences and good possibility of changing - Tuborg/Carlsberg - small consequence and good possibility of changing - Lack of knowledge about the brewery - Far-reaching consequence and good possibility of changing 	<p>Stategies</p> <ul style="list-style-type: none"> - Strengthen the local knowledge about Viborg Bryghus through new initiatives, the volunteers and the Café Munken. - Increase the local patriotism 	<p>Stategies</p> <ul style="list-style-type: none"> - Make better use of the existing media in order to reach the client and increase the knowledge about Viborg Bryghus





Market & Context analysis





Questionnaire

The following analysis is based on answers to a questionnaire that has been made for this project (see Appendix II). The questionnaire was made in order to get an understanding of the tendencies and practice in the local community regarding drinking beer and the local opinion on Viborg Bryghus. The answers will provide an impression of the context and values that the local citizens connect with beer and special made beer from Viborg Bryghus. Furthermore the reflection of the market is based on the research made so far, the questionnaire and search on the Internet.

Viborg Bryghus and its beer

In the following analysis the questionnaires have been separated into three groups. This is to find out if different environments and different connections to Viborg would make any difference in the answers.

The questionnaires have shown that beer is a popular drink and comparing it with other alcoholic drinks more than half (64%) of the people asked choose beer, 50 % of the time or more. The most popular place to buy beer is in the supermarket where you also may find the special made beer from Viborg Bryghus. The special food shops are not a popular place to buy beer. 79 % associate drinking beer with the Danish term “hygge” (being cosy).

The questionnaire showed that 30 % had never heard of Viborg

Questionnaire: Nightshift at Vestas Assembly A/S Viborg

The following statistics are based on the answers from 16 men and 2 women working on the nightshift at Vestas Assembly A/S in Viborg. 80 % are from out of town. 72 % have a traditional craftsmanlike education

61 % choose to drink beer rather than other kinds of alcohol, 50 % of the time or more

78 % of them buy beer in the supermarket, 17 % buy beer in Germany, 17 % buy beer when going out (bar, café, discos), 6 % buy beer on the Internet

56 % have never tasted beer from Viborg Bryghus, 33 % like the beer from Viborg Bryghus and 11 % were not impressed with the taste of beer from Viborg Bryghus.

72 % have no idea what values Viborg Bryghus stands for, 11% have written quality, 11 % have written local brew and 6 % have expressed a negative quality.

28 % have never heard of Viborg Bryghus, 61 % have very limited knowledge of Viborg bryghus – know that it is located in Viborg, 6 % have knowledge from the papers and 6 % have visited the brewery and have good knowledge about the brewery and its products.

78% use the Danish word “hygge” in description of the values behind drinking beer



Questionnaire: Grundfos A/S Aalestrup

The following statistics are based on the answers from 12 men and 3 women working on the dayshift at Grundfos A/S in Aalestrup. Around 50 % of the people asked are from Viborg and the rest are resident between Aalestrup and Bjertringbro. 73 % have a traditional craftsmanlike education.

53 % choose to drink beer rather than other kinds of alcohol
50 % of the time or more

87 % of them buy beer in the supermarket, 27 % buy beer in Germany, 13 % buy beer in special food shops.

60 % have never tasted beer from Viborg Bryghus, 40 % like the beer from Viborg Bryghus.

67 % have no idea what values Viborg Bryghus stands for, 13 % have written quality, 20 % have written local brew and 7 % have written special/different beer.

33 % have never heard of Viborg Bryghus, 27 % have very limited knowledge of Viborg bryghus – know that it is located in Viborg, 33 % have knowledge from the papers and 13 % have good knowledge about the brewery and its products.

87% use the Danish word “hygge” in description of the values behind drinking beer

Questionnaire: Friends and family

The following statistics are based on the answers from 6 men and 8 women primarily from Viborg. 29 % have a traditional craftsmanlike education and 57 % have a humanistic education.

79 % choose to drink beer rather than other kinds of alcohol
50 % of the time or more

64 % of them buy beer in the supermarket, 64 % buy beer in Germany, 7 % buy beer in special food shops and 14 % in bars and restaurants.

64 % have never tasted beer from Viborg Bryghus, 21 % like the beer from Viborg Bryghus and 7 % did not like the beer from Viborg Bryghus.

57 % have no idea what values Viborg Bryghus stands for, 7 % have written quality, 36 % have written local brew and 7 % have written special/different beer.

29 % have never heard of Viborg Bryghus, 43 % have very limited knowledge of Viborg bryghus – know that it is located in Viborg, 29 % have average knowledge about the brewery and its products.

71% use the Danish word “hygge” in description of the values behind drinking beer



Bryghus, 45 % know that it is located in Viborg and not much else. 60 % of the people asked had never tasted beer from Viborg Bryghus, but most of the people that had tasted the local brew liked it. It does not make much difference if you differentiate between people who live in Viborg, people who work in Viborg or people with very limited connection to Viborg. The three groups asked are very similar in percentage terms when it comes to having tasted the beers or knowledge about the brewery. Since the target group of special made beer from Viborg Bryghus is the local community, this shows that the knowledge of Viborg Bryghus and their products are very limited. The present channels used for communication have too little impact. #21

Target group, context and market

Where do you buy beer?

Supermarket 77%, Germany 34%, special food stores 9%, bars, restaurants etc. 11%

Men (34): Supermarket 82%, Germany 29%, special food stores 6 %, bars, restaurants etc. 3 %

Women (13): Supermarket 69%, Germany 46%, special food stores 15%, bars, restaurants etc. 23%

It gives an interesting picture to split up the answers in men and women. It is taken into consideration that the number of answers from men are higher than the number from women. This means that an answered questionnaire from a woman has a higher possibility to change the result than an answered questionnaire from a man. In order to get a more realistic picture the number of male and female answers should have been equal.

The supermarket is the preferred place to buy beer for both men and women. Many people still buy beer in Germany at the border to Denmark, and it is almost half the women who use this opportunity while it is 1/3 of the men who buy beers at the border. When it comes to buying beer at a restaurant or bar ¼

of the women have mentioned this as a place they buy beer while only 1/34 of the men have answered that this is a place they buy beer.

Who drinks special made beers?

28 % mention special made beer in their answers. It is both men and women who drink special made beer, and it is also people who are used to drinking beer and people who rarely drink beer. It looks like the young people under 30 years drink cheap ordinary beers, while people over 35 have split into two groups: The ones who drink ordinary beer and the ones who drink all kinds of beer. A few people only drink special made beer.

What beer is sold in the local community?

It seems that it is primarily lager beer that people prefer in Viborg. The favorite beer is Tuborg but also Carlsberg, Hancock, Sloth, other Danish beers and a number of foreign beers and special made beers are mentioned. The top three of beer in general are ordinary beer (mentioned in 22 answers), foreign beer (mentioned in 11 answers) and special made beer (mentioned in 9 answers).

Alternative products

To the question of what kind of alcohol they were drinking 96 % answered beer, 62 % wine, 64 % spirits and 2 % snaps. Splitting the questionnaires into four groups of age result in following answers:

18-29 years: Beer 92 %, wine 42% and spirits 83%

30-39 years: Beer 92 %, wine 75% and spirits 83%

40-49 years: Beer 100 %, wine 67% and spirits 50%

50-59 years: Beer 100%, wine 70% and spirits 30%

The answers show that beer is the most popular alcoholic drink that almost everybody drinks. The popularity of wine increase around the age of 30 and the popularity of spirits decrease around the age of 40. In order to test this analysis the questionnaires are split into two groups of age and this gives following answers:

18-35 years: Beer 86%, wine 52% and spirits 81%
36-59 years: Beer 100 %, wine 69% and spirits 44%

This shows that beer is still the most popular alcoholic drink. But until the age of 35, beer and spirits are almost equal in popularity. All the people from 36 years and up that were asked drink beer. The popularity of wine has increased and the popularity of spirits has decreased just as the present analysis showed. This picture shows the different lifestyle of the two groups. Until they are in the mid thirties people prefer to party at discos and here they drink cocktails. Subsequently they choose to drink beer and wine when they are out for social events and for special occasions pure spirits.

What influence on the choice of beer

62 % of the people who have participated in the research has answered that they choose a beverage in relation to the occasion and food served, and 72 % have answered that the taste of the drink has influence on their choice. The situations where they drink beer are often social events (94 %) but many also like to drink a beer at home (49 %). It is often in the company of family (55 %) or friends (91 %) that they drink beer.

Accompaniment

It is almost equal if people prefer to get something to eat while they are drinking beer or not. 45 % answered that they do not like to eat something when they are drinking beer. 49 % answered that they like to get something to eat like a salty snack eg peanuts or chips, or have a beer for lunch or dinner. Several mentioned the traditional Danish rye loaf with cold meat, herring or cheese.

The atmosphere of drinking beer

One of the questions in the questionnaire was why people drink beer. To this 79 % answered that they drink beer because it brings out cosiness and friendliness (the Danish word "hygge")

and 66 % drink beer because they like/prefer the taste of beer. In relation to this question following words came up: Being together, relaxation, enjoyment, quench one's thirst, informal behaviour and happy mood.

Is there a season or special events for beer?

To this question 55% answered that no special season or event had influence on their choice of beer. 40 % confirmed it and following events/seasons were mentioned: Christmas, Easter and weatherconditions. #21

Conclusion - Viborg bryghus

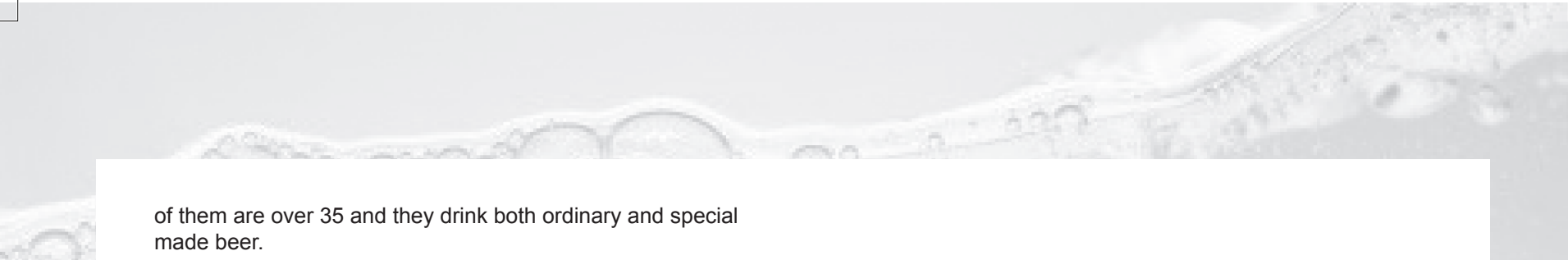
The questionnaire showed that 30 % had never heard of Viborg Bryghus, 45 % know that it is located in Viborg and not much else. 60 % of the people asked had never tasted beer from Viborg Bryghus, but most of the people that had tasted the local brew liked it. Since the target group of special made beer from Viborg Bryghus is the local community, this shows that the knowledge of Viborg Bryghus and their products are limited.

Conclusion – Target group and context

This is a conclusion of all the answers recieved related to target group and context.

The questionnaire has shown that beer is the most popular alcoholic drink among the citizens of Viborg. It is primarily ordinary lager beer - especially Tuborg - that people prefer in Viborg. The top three of beer are ordinary beer, foreign beer and special made beer.

Until the age of 35 beer and spirits are almost equal in popularity. From 36 and up beer is the absolut favorite. The popularity of wine has increased in this age group and the popularity of spirits has decreased. In the questionnaire 28 % answer that they are drinking special made beer. It is both men and women and most



of them are over 35 and they drink both ordinary and special made beer.

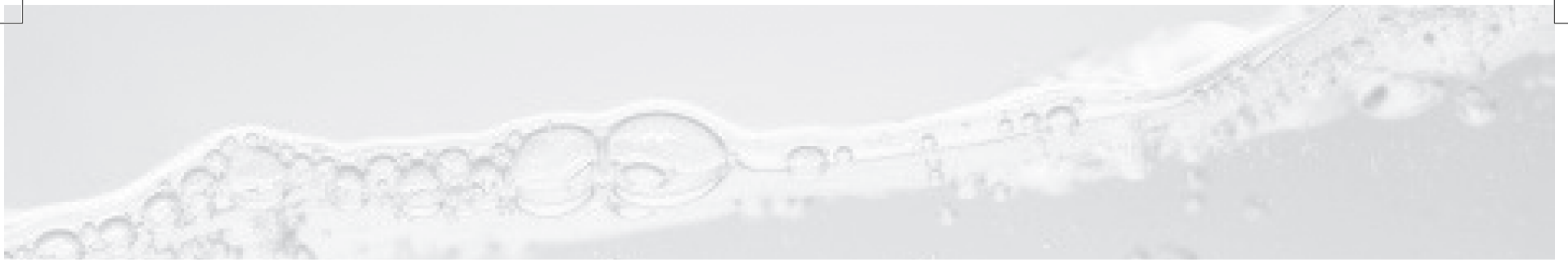
The most popular place to buy beer is in the supermarket where you may also find the special made beer from Viborg Bryghus. Almost $\frac{1}{4}$ of the women like to go out and have a beer while only a few men mentioned this as something they would do.

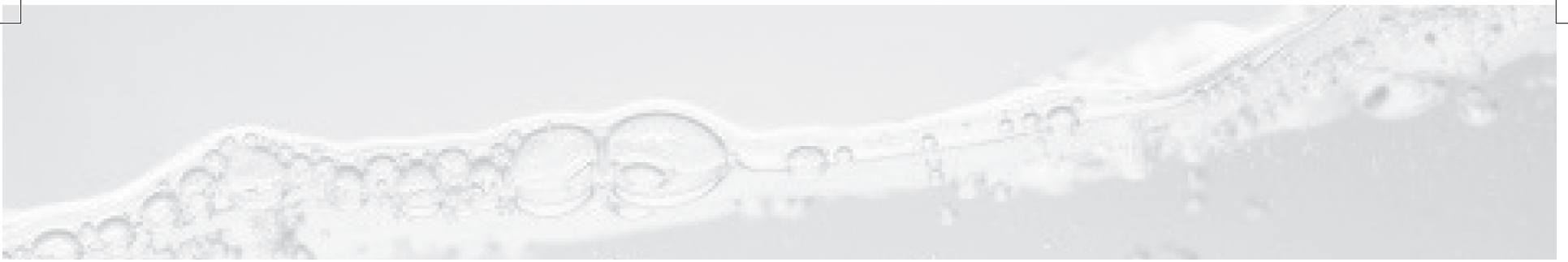
The two aspects with the highest influence on what people choose to drink are the taste of the drink (72 %) and the occasion and food served with it (62 %). It is often in the company of family (55 %) or friends (91 %) that people drink beer. The context is often social events (94 %) but many also like to drink a beer at home (49 %).

The practise of drinking beer is very wide. Some people prefer to get something to eat while they are drinking beer and some people do not. 45 % answered that they prefer drinking beer without accompaniment and 49 % answered that they like to eat something when they have a beer. It could be a salty snack of peanuts or chips, or having a beer for lunch or dinner and here several mentioned the traditional Danish rye loaf with cold meat, herring or cheese.

People connect the practise of drinking beer with certain values and experiences. 79 % drink beer because they think it brings out cosiness and friendliness (the Danish word “hygge”) while 66 % drink beer because they like/prefer the taste of beer. The values that people associates with drinking beer are: Being together, relaxation, enjoyment, quenches one’s thirst, informal behaviour and happy mood. Also to the question if a special season or event had influence on the choice of beer the answers showed the difference in the practise of drinking beer. 55% denied while 40 % confirmed. Following events/seasons where mentioned: Christmas, Easter and weatherconditions.







Reflection on the market

During the research and analysis it has become clear that the concept of ordinary beer like Tuborg and Carlsberg is different from the concept of special made beer seen from the breweries' perspectives. First of all the processes are different from each other. And talking with the micro breweries the ordinary beer is the everyday beer with low quality while the special made beer is for special occasions where the quality and taste are appreciated.

Special made beer may be seen as a concept defined somewhere between wine and ordinary beer when looking at the values associated with. Drinking special made beer you may be identified as sophisticated and having knowledge about what you are drinking much as the matter is with wine. But special made beer also associates with a special cosy and casual atmosphere together with the Danish history and tradition of drinking beer.

The commercial interpretation of value connected to ordinary beer and special made beer are different. Looking at the commercials on TV and the Internet, ordinary beer is in many commercials presented as a plain, unsophisticated masculine drink. The commercials are addressed towards men and have focus on the pattern of sex roles. They use an association between being a real man who will stand up for his rights and drinking ordinary beer.

On the other hand the commercials for special made beer are

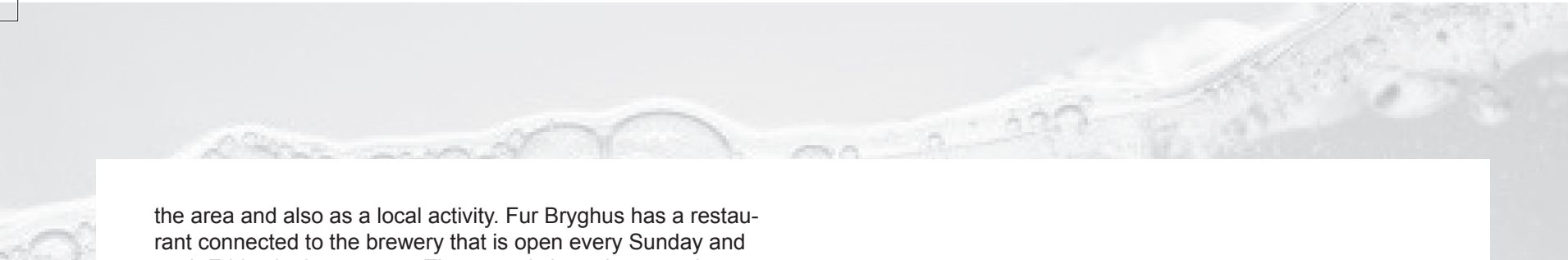
very limited. At Café Ludwig in Viborg a commercial for special made beer from Viborg Bryghus and Fur Bryghus is running on a screen discreet in the background. No messages or political values are expressed here. The commercial just mentions that special made beer from the two breweries can be bought in the café. The information you need about the special made beer is written on the bottle, very similar to the information found on the wine bottles.

Wine, ordinary beer and special made beer are three different concepts that do not necessarily exclude each other. They are indirect competitors even though their target groups are related, since the values and context they are associated with differentiates.

The competition to Viborg Bryghus is other micro breweries and as mentioned in the text in the programme about Viborg Bryghus, the real competition comes from Fur Bryghus, another micro brewery located one hour of driving north of Viborg. Looking at their web-site the first thing you notice is the professional and inviting impression, and the clarity in the contents of the web-site.

The brewery is located at the small island Fur, that offers a lot of history, traditions and atmosphere. The foundation of a brewery here is based on promoting the island both towards the tourism in





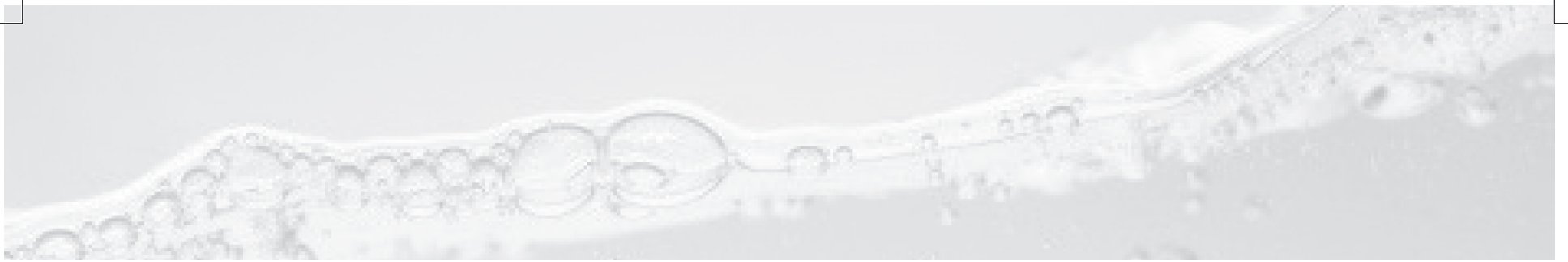
the area and also as a local activity. Fur Bryghus has a restaurant connected to the brewery that is open every Sunday and each Friday in the summer. The menu is based on creating a formal dinner.

Fur Bryghus has other initiatives such as guided tours each Tuesday and Friday in the summer, and may be arranged specially the rest of the year. On the web-site they offer recipes that include the products from Fur Bryghus, a newsletter, information of the ferry service to Fur and they announce when and where they arrange demos of their products in their sale area (somewhat 10 places in November). The contents of the web-site is primarily focused on promotion of the brewery towards customers.#22

Looking at the web-sites of the two breweries it may seem like Fur Bryghus has more to offer than Viborg Bryghus. They have better communication with the customers through the web-site. Knowing what Viborg Bryghus has to offer the information level on the web-site is low. During this project it has improved with the introduction and opening hours of Café Munken, and a small advert for the mobile keg beer facilities. It still needs some improvement in the introduction of the products eg pictures are missing of some the beers. The history and tradition of brewing beer in Viborg would be interesting to get on the website as well. Also the front page could use a clear hierarchy. It still seems confusing when you enter it at first.

An important criteria of success in the competition between the micro breweries is good communication with the customer.





Conclusion





Conclusion

The target group

The target group of Viborg Bryghus is the local community. It is both men and women over 35, and they drink both ordinary and special made beer. Beer is the most popular alcoholic drink in the target group, and comparing it with other alcoholic drinks like spirits and wine more than half choose beer half the time or more.

When the target group chooses what to drink the biggest influence is the taste, the occasion and the food served. It is often in the company of friends or family that they drink beer.

The context of drinking beer

The target group often drinks beer at social events but many also like to drink a beer at home. The target group primarily buys beer at the supermarket but almost 1/4 of the women also like to go out and have a beer.

About half the target group prefer drinking beer without accompaniment while the other half prefer to get something to eat while drinking beer. It could be a salty snack of peanuts or chips, or having a beer for dinner or lunch like the traditional Danish rye loaf with cold meat, herring or cheese.

The practise of drinking beer is connected with certain values and experiences. The values that the target group associates with drinking beer are:

Drinking beer is about:

- Cosiness (the Danish word "hygge")
- Friendliness
- Being together
- Relaxation
- Enjoyment
- Quenching one's thirst
- Informal behaviour
- Happy mood
- Solidarity
- Experience the heady ability
- Celebration
- Making social bonding
- Expressing the solidarity in the community
- Setting things right and solve minor disagreements
- Standing together and helping each other



Concept strategies

The following text is the outcome of the research and analysis. This will help to create strategies for the concept development later in the process.

According to the problem definition (p. 18) made earlier in the process, the new concept for Viborg Bryghus is going to increase the visibility of the brewery, their products and services. It is going to make the products and services more desirable for the citizens of Viborg and thereby strengthen the brewery's position on the market of the local community as "our" brewery.

The research showed that when people are making a choice the information from the senses are very important. This information affects us both emotionally and rationally, and the brain uses both emotions and rational thinking in order to make a choice. The goal is through our choices to feel better and get in a better mood.

People define and communicate their identity and what they stand for through the products and services that they buy. The product itself has become of secondary importance. For instance is beer not all solely a beverage anymore but it also reflects an experience of solidarity and being together.

This means that storytelling has become an important marketing strategy and the company who tells the best story in the best way is also the company who wins the customer. The products must come with a story that touches the buyer's emotions. The four ways to implement a story is to:

- Buy an existing story
- Arrange an adventure to connect to your product
- Use the customer as co-storyteller
- Let the customer make up a story about your product

Story

The story of buying a beer from Viborg Bryghus is about supporting the small local initiative and inviting the customer to become part of the solidarity and local patriotism that is connected to the concept of this particular brewery.

Today beer is an experience product. Beer was earlier produced with the expectation of recognition and enjoyment, but the trend is moving towards expectation of surprise and new experiences. But the traditional values of drinking beer are still important. The reason to drink beer is still to quench one's thirst and to experience the heady ability.

Historically Danish beer is also divided into everyday beer and beer for special events. The historical values of drinking beer is getting together to celebrate or make social bonding, to express the solidarity in the community, and to set things right and solve minor disagreements. The history of brewing beer is also about standing together and helping each other. In Viborg the values are basically centred on drinking beer from "our" brewery. It is about pride, solidarity, a mental ownership and the will to support the local brew. The tradition of brewing beer in Viborg has strong bonds to local initiatives and support.

The knowledge of Viborg Bryghus and their products are limited in the local community. 30 % of the people asked had never heard of Viborg Bryghus and 45 % only knew that it is located in Viborg and not much else. 60 % of the people asked had never tasted beer from Viborg Bryghus, but most of the people that had tasted the local brew liked it.

Looking closer to the concept of beer it can be separated into two

groups: Ordinary beer and special made beer. The two kinds of beer have both differences and similarity in concept and values. Therefore the competition to Viborg Bryghus is basically other micro breweries, Fur Bryghus in particularly. Special made beer holds only a small part of the market of beer.

The volunteers' loyalty towards the local brew and brewery, as well as the feeling of ownership and pride are important values that needs to include the citizens of Viborg/the buyers. The story of buying a beer from Viborg Bryghus is about supporting the small local initiative and inviting the customer to become part of the solidarity and local patriotism that is connected to the concept of this particular brewery.

The free labour in the production and close contact to the local newspapers "Viborg Stifts Folkeblad" and "Viborg Nyt" are important to the survival of the brewery. The mutual benefit and satisfaction are important factors for the cooperation to work.

The strategy of local beer patriotism, voluntary work and local cooperation has potential for further initiatives. The story and the values of Viborg Bryghus are still not clear in the minds of the customer. In order to solve this, new strategies have been made in this project by using a SWOT-analysis.

SWOT-strategies:

- Concentrate on cooperation with local forces to create new initiatives.
- Look for other possibilities to combine the voluntary help with the local forces
- Strengthen the local knowledge about Viborg Bryghus through new initiatives, the volunteers and the Café Munken
- Increase the local patriotism
- Concentrate on better communication with local

companies

- Concentrate on mutual help with other businesses in the local area
- Make better use of the existing media in order to reach the client and increase the knowledge of Viborg Bryghus

Based on the research and analysis a list of guidelines for a new initiative has been made.

Guidelines

The new initiative may:

- Stimulate the senses
- Get people in a better mood
- Present a story that touches the buyer's emotions.
- Involve surprises and new experiences
- Increase the feeling of "our" brewery.
- Increase the feeling of pride and solidarity
- Increase the support of the local brew.
- Focus on local initiative and support.
- Create loyalty towards Viborg Bryghus
- Include resources like free labour and the local newspapers
- Be an accompaniment to drinking beer

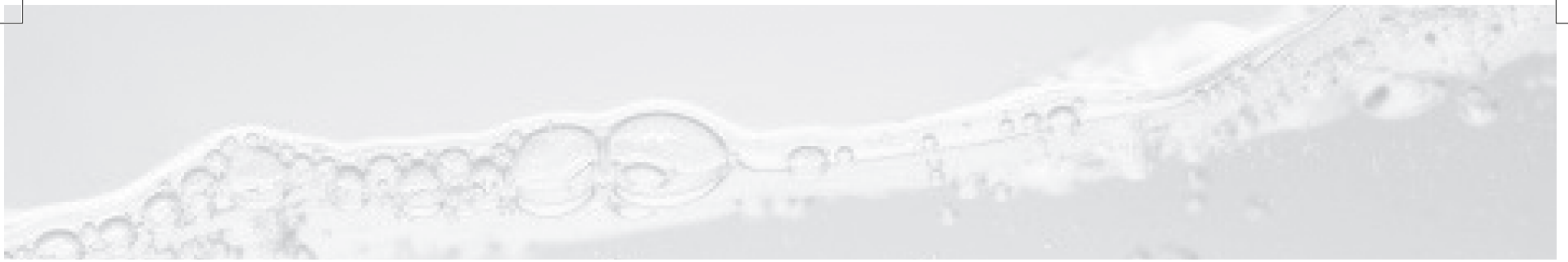
From the programme the following criteria of succes are drawn for the following process.

Criteria of success for the new initiatives

In the programme following criteria of success were made. The final product has to fulfil these.

- It/they will increase and improve the level of communication between Viborg Bryghus and a specific target group of buyers
- It will be possible to implement it/them for a price that is realistic in relation to the budget of Viborg Bryghus
- It/they will strengthen Viborg Bryghus on the market for special made beer
- It/they will improve the sale and popularity of the special made beers of Viborg Bryghus in the local community





Phase 3

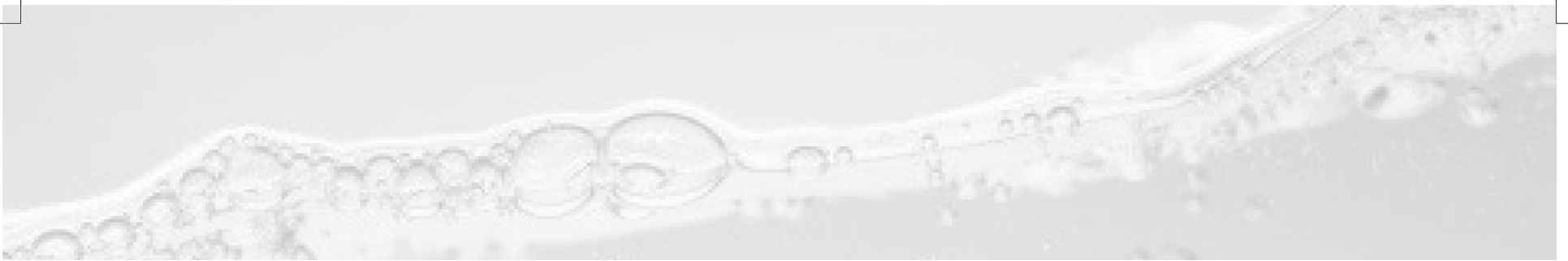
Generating Ideas

The following chapter is based on the process of generating new initiatives for Viborg Bryghus that can increase the visibility of the brewery, their products and services. One of the strategies used in this process is based on the theory of Blue Ocean Strategy. This theory focuses on making the competitors irrelevant by leaving the red ocean with hard competition, and instead making a blue ocean/market with no competition. The following brainstorming on ideas is based on how to reach the target group in another context than the traditional competitors do. #23



Creative process





Connecting analysis and creative process

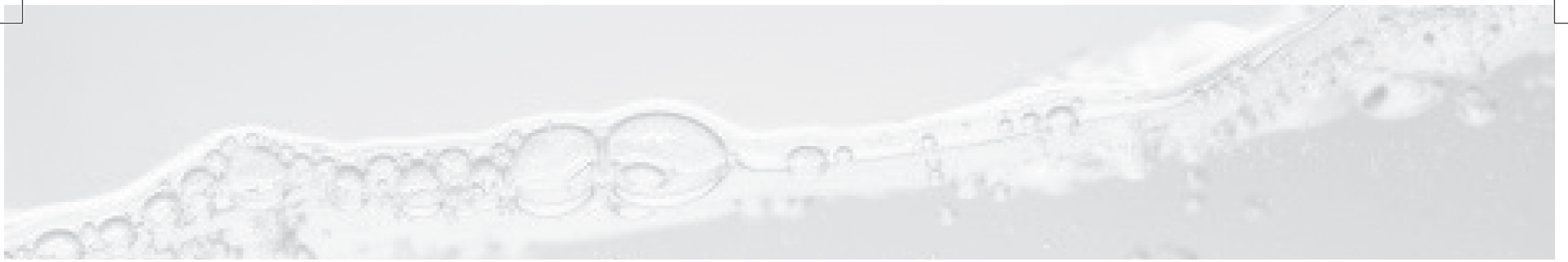
A method called “Idea generation” will be used for the following process and a moodboard of the values of drinking beer found in phase 2 (p. 66) will be created in order to keep in mind the immaterial values of drinking beer.

From the ideas that are created three concepts will be chosen according to educational value, Blue Ocean Strategy and own interest. The three concepts will be further developed and the SWOT strategies found in the analysis p. 53 will be kept in mind.

Then the concepts will be tested according to realization and further developed before they are compared to the list of guidelines created with regard to the analysis (p.68) and criteria of success that were set up in the programme (p. 20).

Also the story that is connected to buying beer from Viborg Bryghus is kept in mind in order to keep the focus on the immaterial outcome of this project (see p. 67).





Mood Board

- Drinking beer is about...

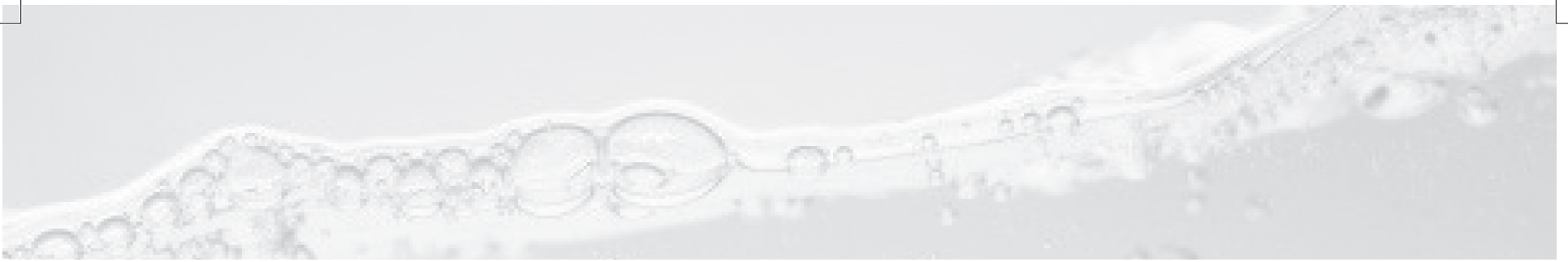


Standing together and helping each other Relaxation Solidarity Cosiness Enjoyment Friendliness Celebration Being together



Setting things right and solve minor disagreements Expressing the solidarity in the community Quenching one's thirst Informal behaviour Happy mood Experience the heady ability Making social bonding





Creating ideas

By using a method called association technique, a chain of associated words are created. In combination with a focus area the words are change into ideas from which three are selected after being further developed on. The process where using this technique may be found in appendix III

Association chain: Fur – animals – zoo – ice – snow – mittens – knitting needles – grandma – Christmas Eve– present – surprise – atmosphere – candles – fire – food – pizza – friends – get-together - music – instrument – money - bank – vending machine – candy – caramel – teethes

Based on the problem definition and the theory of Blue Ocean Strategy the following focus area is chosen for the developing the words into ideas:

How can I increase the visibility of Viborg Bryghus, their products and services and make it more desirable for the target group and thereby create a blue ocean

From the process of combining the words with the focus area the ideas are split into five subjects. The ideas are then combined and further developed in order to be able to choose three concepts to work on.

Idea number 1 – Music in Café Munken

Café Munken will be the new place in town where local musicians may come and practise in front of an audience. Café Munken will be music café with a cosy and friendly atmosphere where the local citizens can come and enjoy a beer while listening to a local band. The band is of course good enough to stand in front of an audience and they will get valuable practise. The brewery will not need to pay the musicians. They get free keg beer during the time they are playing. Each week a new band will be playing.

Idea number 2 – Food and special made beer

Viborg Bryghus will in cooperation with different local catering services arrange your next party. On the website or by calling the brewery you can book Café Munken or order catering service to where you want to have your party. You get to choose between different themes: For instance a pizza and beer party, beer with either snacks or rye loaf with cold meat or a Christmas party. If you choose to book Café Munken you may also recieve extra services like a guided tour in the brewery or a beer demo. When you order out you book a mobile keg beer facility together with the kind of beer you want. The website also offers suggestions for what kind of beer you may drink with the different dishes.



Idea number 3 – New kind of packing

This new packing practically jumps right into your trolley in the supermarket. It stands out compared to other kinds of special made beer. The bottle is surrounded by a thermo jacket to keep the beer at the right temperature in the supermarket, on the way home and until you are ready to drink it.

Idea number 4 – Webpage

The new webpage is addressed directly towards the clients. You can easily find information about products, services and prices. You can order the services that Viborg Bryghus offers online, for instance one of the mobile keg beer facilities together with the kind of beer you prefer. You may also order beer on bottles and have it brought to you. This means that people living in other part of the country or in other countries become potential clients which gives a larger market. The intermediary like the supermarket is not necessary and this means that Viborg Bryghus will receive more money from each sale.

Idea Number 5 – Beer bank

The beer bank is about custom made beer. You make an appointment on the Internet to visit the brewery in order to participate in and learn about the process of producing the kind of beer that you prefer. On the Internet you may also choose between different flavours, also new untraditional flavours like strawberry, caramel or dill. You are able to follow the process of the brewing of your beer step by step on the website. When your beer is ready you may choose to either open an account in the brewery where it is possible to store your beer and withdraw smaller amounts. You can drink the beer in the café or bring it home. You may also choose to bring the entire amount of beer home at once.

Choosing three ideas

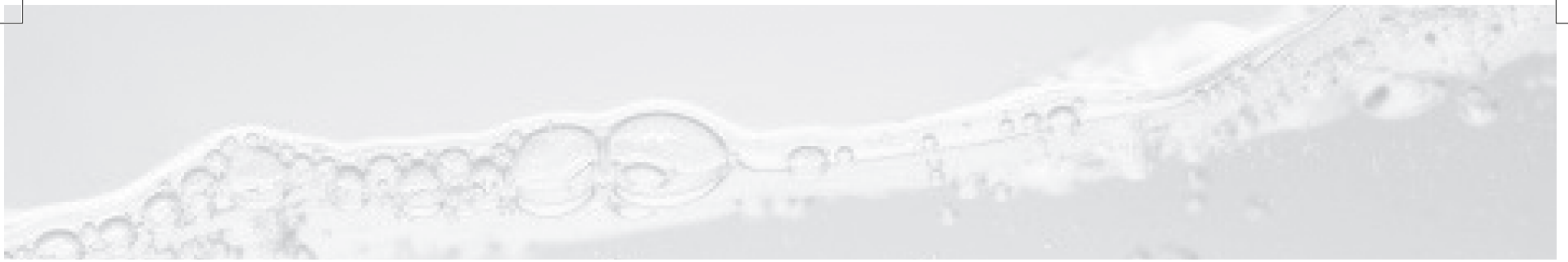
The five ideas are now evaluated in order to find three concepts to continue with. The evaluation will be based on the contents in each idea compared with the expectation of the outcome of this project.

Looking at the webpage idea it is mainly about marketing strategies and redesigning an existing webpage. It is considered too small an assignment for this project but it could be part of one of the other ideas.

The idea about making a new kind of packing concerns product design and the design area for this project was chosen to be system and strategic design. Besides this a new packing will not create a blue ocean but keep Viborg Bryghus in the red ocean together with all the other micro breweries.

The ideas about the beer bank, food and special made beer, and music at Café Munken are all in the area of system and strategic design and can be used to create blue oceans. It is also the three ideas that I prefer to work further on due to own interest.





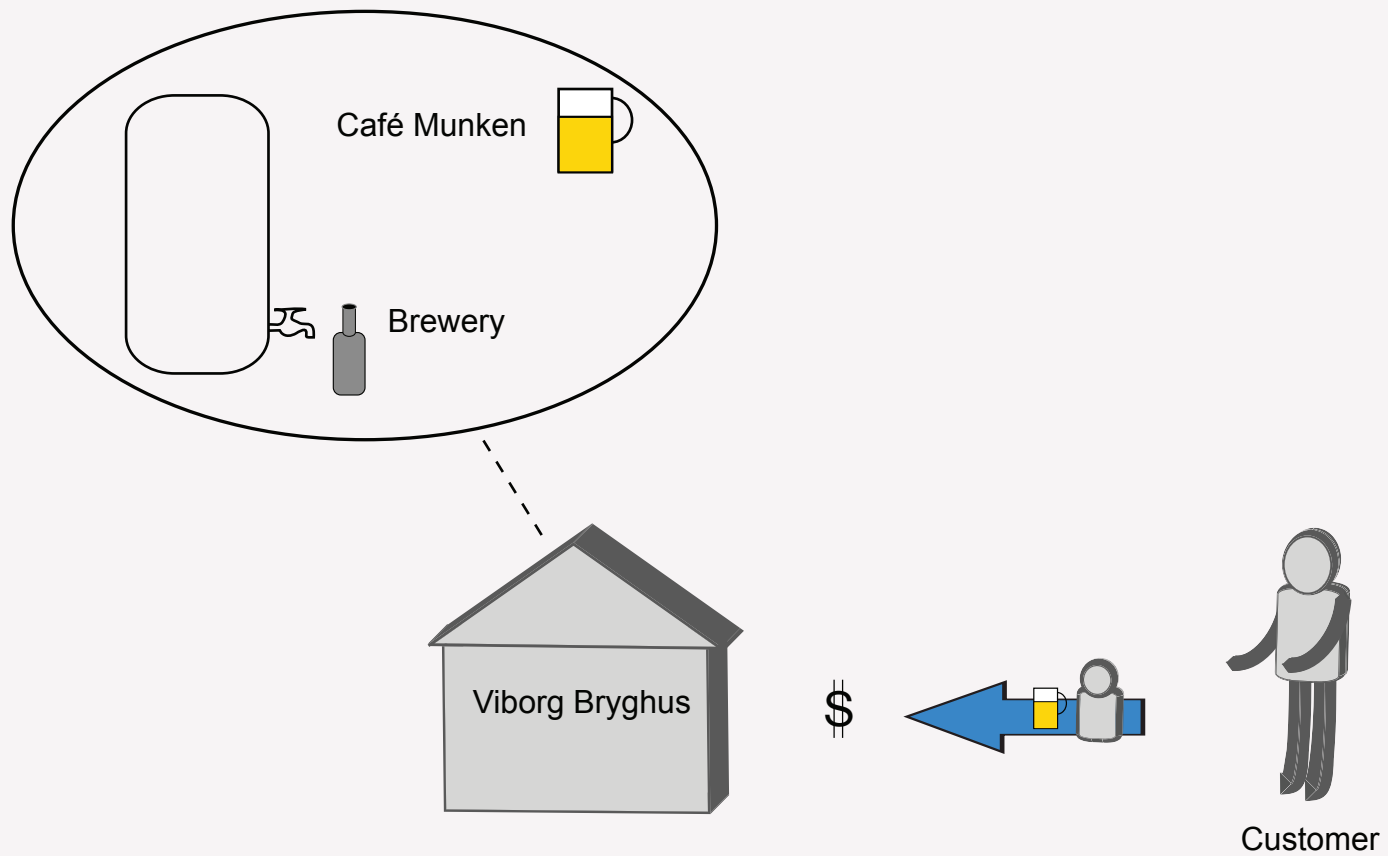
Phase 4

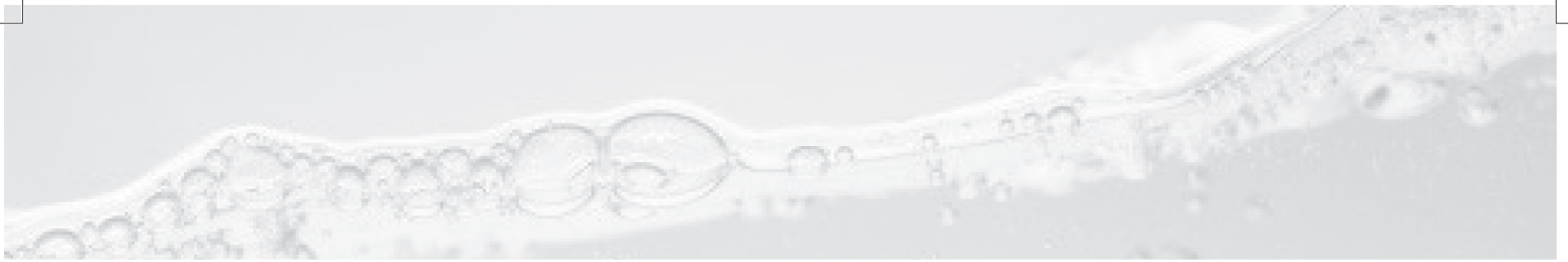
Concept Development

The three ideas that have been chosen will in the following chapter be further developed. First a user scenario is created together with a flow diagram of the story line to explain the steps of actions and the value exchange in each of the concepts. Another flow diagram is made to show the actors involved and where in the process they are participating. Then the concepts are tested and finally one concept is chosen for further study.



3 concepts





Music at Café Munken

scenario

A musician is filling out an application for practise time at Café Munken. The band will not be paid but it will provide them an opportunity to practise their music in front of an audience. He has recieved the application from the local music association where he is a member. He fills out the application with the name of the band, the kind of music they are playing, the names of the members of the band and when they are available. Then he places a picture of the band for publicity. The application is send back to the local music association.

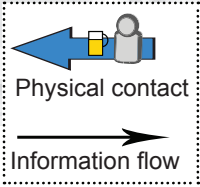
A couple of weeks later the local music association is calling to schedule an appointment about practise time in Café Munken. They agree on a date two months later.

The local music association sends copies of the applications and pictures to Viborg Bryghus together with the dates they have arranged with the musicians. This is used to make flyers, a poster and advertisement for the local papers and for the brewery's webpage.

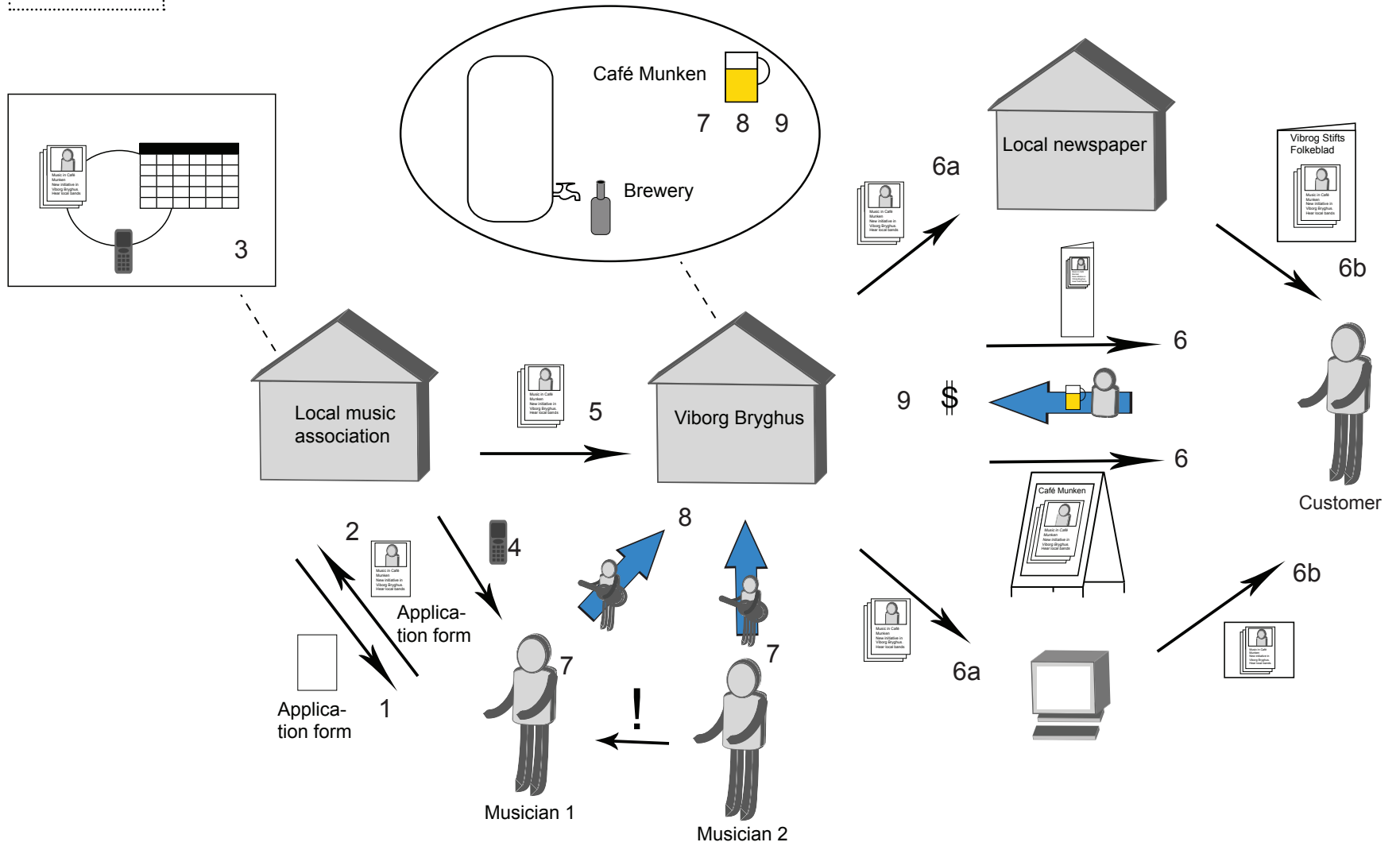
The week before the band has received practise time they decide to visit the café to inspect the facilities and to listen to one of their friends that is playing that day. They enter the café, find a table and buy a glass of beer.





The next Friday the band comes to Café Munken an hour before the café opens to set up their instruments. As the café opens and the first guests are arriving, the band starts playing. During the practise they get free keg beer to quench their thirst. The live practise goes well with only a few flaws. The atmosphere is very casual and cosy and it has been a good experience. The band decides to fill out a new application so they may return at another time.





Information flow diagram of the story line for Music in Café Munken



	Finding musicians	Arranging music event	Information of the music event	Preparing the music event	The music event
 <p>Viborg Bryghus</p>	Viborg Bryghus contacts the local music association asking them to find musicians that are interested in using Café Munken to practise live performance		Viborg Bryghus receives the information on the musicians playing in two months from the local music association. They contact the local papers, print flyers, update their website and make a new poster	The volunteers at Café Munken are preparing the café for the music event this day	The volunteers at Café Munken sell beer to the customers
 <p>Local music association</p>	The local music association sends out application forms to their members	The local music association checks the application forms and contacts the musicians that are interested in practising at Café Munken in order to make an appointment			
 <p>Musician</p>	The musicians who are interested fill out the application form and send it back to the music association	The musician confirms the appointment	The musician informs his family and friends.	The week before playing the musician visits the café for inspection and receive advice from the band playing. The day scheduled the musician arrives at the café to prepare for the practise a few hours before the show	The musician practises to play in front of an audience
 <p>Customer</p>			Potential customers receive the information		The customers arrive to drink beer and listen to the music

Flow diagram of the actors and their participation in the story line for Music in Café Munken

Response from Viborg Bryghus

This is an initiative that may be implemented immediately. The brewery has begun to renovate the café. They have put up a new ceiling in the café that improves the acoustics leaving the room fit for live music. They have bought new furniture for the café and together with new paint in the nearest future the place will be much more inviting and cosy.

The brew master suggested that they could contact an association called "Musikparaplyen". It is an association for people who are interested in listening to live music and this is connected with "Paletten" a local venue and culture house.

The café is about 84 m² and the space allows soloists and up to trios to play there. Viborg Bryghus does not have money to engage musicians to come and perform at present time. Therefore it will be an ideal solution to invite local musicians to come and play for free.

If they decide to play live music/copy music in the café, there has to be paid music tax. On the other hand Viborg Bryghus may use their connection to the local newspapers to promote the new initiative for free. Since the local papers have played a central part in the establishment of Viborg Bryghus they have made the arrangement that until Viborg Bryghus becomes a profitable business they will receive free advertisement in the paper and press coverage.

According to the rules from the fire superintendence smoking is forbidden in all bars over 40 m² and therefore also in Café Munken. The number of people that is allowed in the café is maximum 50 persons at the same time. Spaces for fewer than 50 people are excepted from the rules according to fire escapes, special furnishing and other. So Viborg Bryghus does not need license or approval from the fire superintendence.

Testing the concept

In order to test the concept I have contacted different actors that could have influence on the concept.

Spilledåsen

By using Google I made a search on "Musikparaplyen" that Henrik Graversen (master brewer at Viborg Bryghus) had mentioned. This led me to the webpage for Paletten (www.paletten.dk) where I found a short description of "Spilledåsen". This is an association that is responsible for the practise room at Paletten. The musicians contact them and book the practise room. I contacted them to receive their perspective as music association and the perspective of the musicians.

It turned out that this association is down to one member at present time - Fredrik Bach Holmberg who I talked to over the phone. He told me that the musicians that book the practice room primarily are established musicians who use the room to practice for concerts and on the face of it they will not be interested in playing for free. At present time the season is over and many of the premises at Paletten are being renovated, therefore the number of musicians booking the practice room is limited. He suggested that I contacted Brimer, a music association.

Viborg Musikskole

I decided to contact the local music school to get the perspective together with the perspective of the musicians. I mailed the manager Henrik Holm.

The primary target group of Viborg Musikskole is children and youngsters. The combination of beer and youngsters are not appropriate and the school cannot be part of this concept.

He does not believe that the idea of using the café as a crossing from practice room to stage will hold. If a band is practicing, the audience will not find it entertaining due to repetition, inter-

ruptions, errors in the play and discussions between the musicians. If the band plays well it is not a practice but a job and they should then be paid for it. But he cannot tell me if there is a need for such a concept.

Local musicians might see the idea of someone playing for free as being a blackleg. Seen from the outside it looks like an attempt to make a small music place and not wanting to pay the expenses.

Henrik Holm suggests that I contact Paletten where local bands are practising to find out if there is someone who would be interested there. He also mentions the local community centre, Medborgerhuset, where they have jam nights, Dickens where they have paid live music and Café Safran that has jam for gymnasiasts.

There might be a divergence between the musicians who will be very young and the target group of the brewery, which he imagines will be somewhat older.

KODA Gramex

KODA represents the composers', the song writers' and the music houses' copyrights. They have a co-operation with Gramex who represents the artists' and the record companies' copyrights in relation to the public use of recorded music. In everyday speech they are known as KODA Gramex. It is the owner of the license to trade that is responsible for paying the tax to KODA Gramex. All the paperwork may be handled over the webpage and I have tested what the tax would be by using the information here.

On the webpage KODA has short summaries of different investigations made on the use of music, for instance on the relationship between the music played in the café and how the guests

experience the café. Reading the different summaries the conclusion is that music makes a difference that can be seen at the bottom line.#24

I talked over the phone with Sarah Carstensen from KODA who is responsible for the northern part of Jutland. She informed me that when you are using music in public spaces by musicians alive or that had been dead for less than seventy years, you must pay tax to KODA. They handle the administration of sending the money to the right people afterwards. I asked her if there were other things that I should consider according to the concept and she told me that playing loud music would require a license from the local police department.

Tax to KODA Gramex:

Includes live music for dancing, concerts, shows, soloist performance and so on presented by an artist, soloist, band or the like and the music has a stand out function

Number of events a year: 52 (1 time each week)

Prize for 41-60 days per year:

KODA - 61,00 DKr

Gramex - 18,50 DKr

Total - 79,50 DKr per day

The prizes are per day for each 25 m² thereof:

Café Munken: 84 m²

4 x 52 x 79,50 DKr = 16 536 DKR per year

Each event will then cost 16 536 DKr/ 52 = 318 DKr per event

At present time Viborg Bryghus pays for background music on CD:

The basis price for background music includes music with a

background function for the guests of the company for instance music from radio, record player, CD/tape and jukebox in for instance restaurants, cafés, piano bars, lobbies, lounges and corridors.

Size of Café Munken: 84 m²
Size of room: 51-100 m²
KODA - 387,50 DKr
Gramex - 290,50 DKr
Total - 678 DKr per month

The prizes are for each month thereof
678 DKr x 12 = 8136 DKr per year
The café is open twice a week which gives a cost on 8136 DKr/(2 x 52) = 78,23 DKr per day

This basic prize will be added 10 % when using background music with the continuous use of live music; that includes music with a background function in for instance restaurants, cafés, piano bars, lobbies and lounges performed by an artist, a soloist, a band and the like.#25

Live music places in Viborg

This is a list of the places in Viborg where you can go and listen to live music.

Paletten

This is a local venue and culture house where you may go to concerts and for money listen to all kinds of music. It is also a place where associations may use the premises and organizers may hold lectures and talks, concerts and school parties.# 26

Café Safran

According to the webpage the café arranges jam nights every Thursday. But I mailed them and they do not have jam on the

programme any longer. The target group is young people and especially from the gymnasiums. #27

Dickens

This is a pub and disco where professional bands play for money. They also arrange karaoke nights for the guests to test their talents. The target group is people over 21 years. They have recently developed a connoisseur concept with very expensive drinks.#28

Latinerly

“Ly” is a combined restaurant and bar. They hire professional bands to come and play. On their webpage they also advertise for bands to contact them for jobs.#29

Børsen

This is a small bar in the centre of Viborg. The owner is a jazz fan and he sometimes hires jazz musicians to play. #30

Tinghallen

This is the local music and conference centre in Viborg where larger arrangements take place. Tinghallen can easily contain 1000 people for dinner arrangements. #31

Medborgerhuset – Musikforeningen Brimer

For many years this has been the place in Viborg where small scale culture has expanded. I talked to the community centre about their live music arrangements and was referred to the music association Brimer who arranges jam nights at the location.#32

Brimer

The music association Brimer works to improve the subculture in Viborg. The association covers events from music, movies, art and role playing to poet reading, happenings and so on. Primar-

ily the role they are playing is to help their members to arrange their own events.

At present time they have 40 paying members and many other people contact them to get help to arrange events. Formally Brimer is run by a committee of 7 volunteers, but it is an association with strong political opinions concerning freedom of expression and democracy.

The goal for the association is to establish a place where the subculture in Viborg can get together. They are very interested in finding practise rooms and a forum where they can practise and perform their art.

I had a talk with the chairperson Anja Fløjborg at the Christmas jam night they arranged at Medborgerhuset December 7th. The association uses this location to most of their events and meetings. In near future the place will be closed down and the purview is moved to a new culture house. This is a problem for the association since the new community centre has put up restrictions concerning the events that take place at the centre's premises. This is against the freedom of expression that Brimer believe in. They see themselves as having space for all kinds of artists.

They were very interested in the idea of co-operating with Viborg Bryghus. The concept suggested, with the possibility of playing for fun and practice and the mutual benefits of the actors involved, they found to be in accordance with what they want for their own members. The overall problem will be to make live music once a week in a year. They do not have contact with enough musicians for that.

Musicians

At the jam night I talked with three young jazz musicians from

Viborg; Kristoffer Lysgaard, Lasse Enøe and Rune Schultz. They are at the stage of their career where they get paid for playing at different cafés. A job is typically playing one set of 45 minutes, having a break of 15 minutes and then playing one more set of 45 minutes. They mentioned a typical prize for a job to be around 4500 - 6000 DKr. The music union has minimum rates of 1500 DKr per engagement. The prize per engagement and the musician being willing to play for free is a matter of self respect. But they were quite certain that there are a lot of musicians around the country who plays for free.

They confirmed the need of a step between being in the practice room and playing at a job. It is a hard step for many musicians. On the other hand it takes a lot of practice time to get ready to play for an audience and this should somehow be honoured. The idea of the musician getting free publicity they found very interesting. This is an important part of getting jobs. The most common way of getting known is by rumours. But this depends on being heard in the first place.

Viborg has a lack of good practising rooms and there is no general view of the number of talents in Viborg and the surrounding country. There has not been made much effort gathering them in an association. Something that Brimer is now trying to do. The problem has made many talents move to bigger towns especially Aarhus, where the music culture has much better conditions. Everywhere you go to hear music in Viborg it is the same local bands that performs. The best way to get in touch of new talents in Viborg is the gymnasiums. But this concerns young people under 18 years.

Rethinking the concept

The intension with this concept is to create a cosier atmosphere by having live music in the café and thereby attract more customers. The budget does not at present time allow the brewery to hire professional musicians. They contact the music association Brimer and make a co-operation with them.

Through Brimer Viborg Bryghus offers local musicians who are interested in practising their performance in front of a live audience to play in Café Munken. Brimer will provide the café with suitable musicians once a month to begin with. The musicians may apply for practise time by filling out an application form. The application form contains name of the band, number of members, name of the members, the kind of music they play and a photo of the band for promotion.

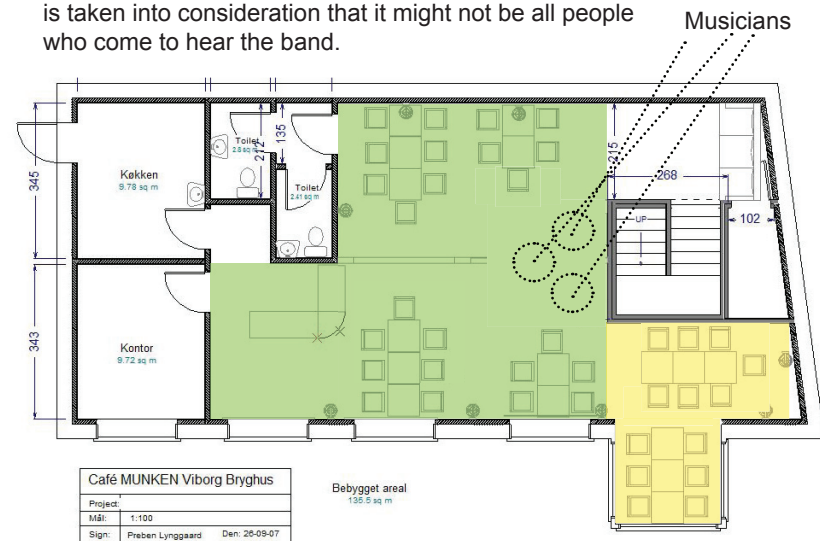
The musicians who can apply for practising time in the café are soloists, duos and trios. They play popular music and have come to that point where they are good enough to play for an audience but they need some experience and promotion in order to get the jobs. The musicians will not be paid for playing in the café since it is not a job but a co-operation with mutual benefits. Viborg Bryghus will be in charge of the advertisement in the local papers and pay for any expenses that the musicians might have in connection to the practise time (food, drinks and transportation).

Brimer and Viborg Bryghus together make a time schedule of who is to play when a month in advance. Once they both have approved on the choices of musicians, Brimer contacts the musicians and get their final confirmation. All the information is sent to Viborg Bryghus who contacts the local papers and orders flyers and posters from the advertising agency they co-operate with.

The musicians play two sets of 45 minutes with a break of 15 minutes in between. They will be playing in the café the first Friday afternoon each month when the place is open for guests.

The prize that Viborg Bryghus has to pay to KODA Gramex for 12 live music events a year is 7296 DKr.#33

Plan for the position of the musicians in Café Munken. It is taken into consideration that it might not be all people who come to hear the band.



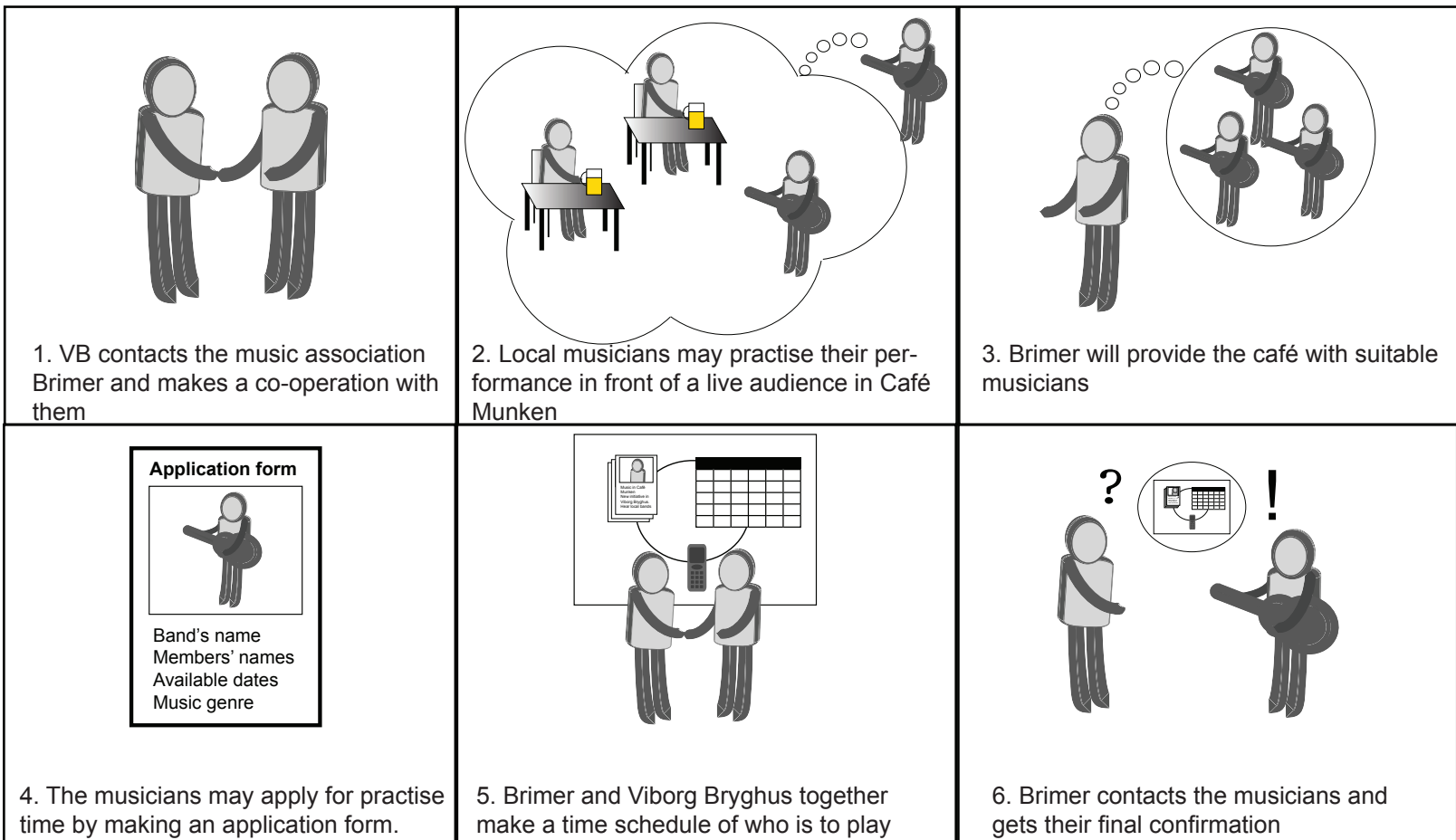
Space where you can see and listen to the musicians

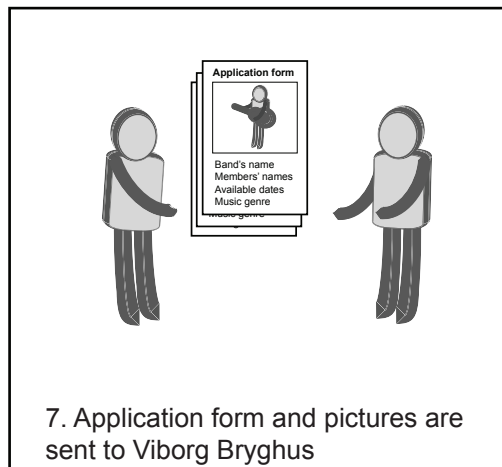


Space where you can still listen to the music but it does not play a dominant role

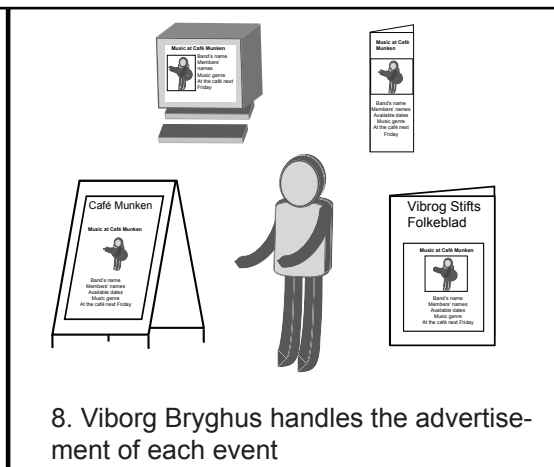


Music at Café Munken Scenario

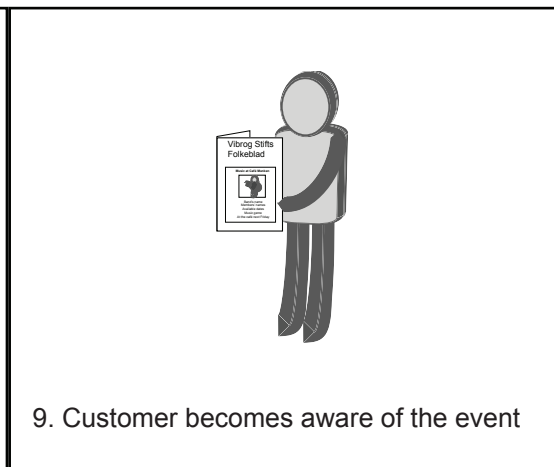




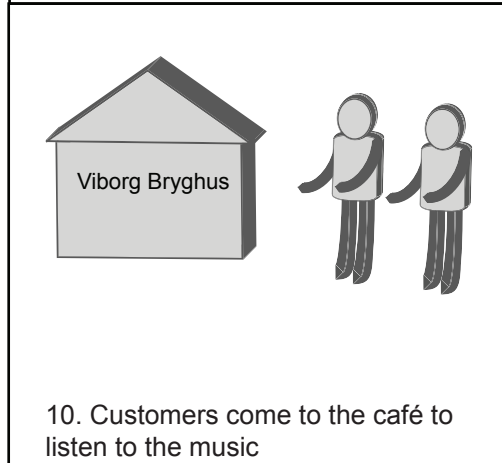
7. Application form and pictures are sent to Viborg Bryghus



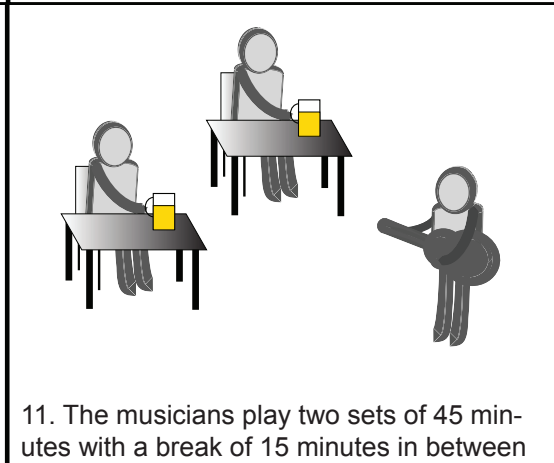
8. Viborg Bryghus handles the advertisement of each event



9. Customer becomes aware of the event



10. Customers come to the café to listen to the music



11. The musicians play two sets of 45 minutes with a break of 15 minutes in between

SWOT

This SWOT-analysis is used to find the possible consequences of implementing this concept at Viborg Bryghus.

<p style="text-align: center;">Internal</p> <p>Strengths</p> <ul style="list-style-type: none"> - Improving the atmosphere in the café - Viborg Bryghus will be able to afford live music 	<p>Weaknesses</p> <ul style="list-style-type: none"> - People come to taste the beer, not to hear music - The bands are not good enough - Trouble getting bands 	
<p style="text-align: center;">External</p> <p>Opportunities</p> <ul style="list-style-type: none"> - The musicians' opportunities are highly improved - Brimer becomes an important actor in music culture in Viborg 	<p>Consequences</p> <ul style="list-style-type: none"> - Viborg Bryghus becomes an important part of the music in Viborg, which result in more customers especially as supplier to private arrangements since the musicians will recommend Viborg Bryghus. 	<p>Consequences</p> <ul style="list-style-type: none"> - As the concept achieves success more bands will appear as well as more good bands Viborg Bryghus will be associated as a strong support for the local music culture
<p>Threats</p> <ul style="list-style-type: none"> - The concept is seen as unfair competition and Viborg Bryghus loses sub-suppliers - The values of Brimer might not harmonize with what Viborg Bryghus needs 	<p>Consequences</p> <ul style="list-style-type: none"> - The other live music places might come and listen to the local talents at the café before they decide to hire them. Spot new talents and make money on the promotion that Viborg Bryghus has provided the band with. 	<p>Consequences</p> <ul style="list-style-type: none"> - Viborg Bryghus risks losing customers/ sub-suppliers instead of attracting them if the concept fails. - The concept might never be realized due to the collaborators differences.

Consequences of the strategies

The following text looks into the consequences that the concept has on the main actors involved in the system.

Viborg Bryghus

Café Munken is ready for live music at present time since they have just finished restoring the premises. The premises of the café can hold from soloists and up to trios. The music played should be acoustic or very small music centres since it is a small place. The kind of music played should be chosen with reference to the guests at Café Munken. It is primarily people who have been out shopping like families and couples. The age group choosing this place is estimated to be 35+.

When playing music in public spaces you have to pay a tax. Viborg Bryghus already pays a tax to KODA Gramex but this cost will increase if the concept is implemented. The tax that has to be paid to KODA Gramex for having a weekly live performance is 16 536 DKr per year or 318 DKr per event. This is something that Viborg Bryghus has to pay.

The role of Viborg Bryghus will not change much. They are still a brewery with a café. A small change in role will be that they will become organizer of music events. This role could be executed by the volunteers that are running the café or the manager.

Brimer

This music association is the best guess of a potential collaborator since they have contact with a wide range of different kinds of artists and musicians. At present time they are in need of practise rooms and forums where their members can practise and perform their art. Especially since the present premises used are closing very soon.

The idea of musicians using Café Munken for practising in front of an audience they found very interesting. The possibility of

playing for fun and practice as well as the mutual benefits of the actors involved, they found to be in keeping of what they want for their own members. The biggest problem for them will be to arrange live music once a week in a year, since they do not have contact with enough suitable musicians for that. Besides making fewer events a year, an idea could be to expand the concept and invite other artists as well, for instance poets and painters.

Another problem could be the freedom of expression that Brimer believes in since Viborg Bryghus will be in need of musicians only performing popular music for commercial reasons. This means that Viborg Bryghus must have more influence on the choice of musicians than first intended. But Brimer can provide the contact between Viborg Bryghus and some appropriate musicians, for instance the jazz musicians that were interviewed about this concept. Brimer is intended to be an association with space for all kinds of artists also musicians who play popular music.

The role of Brimer will change a bit since they at the moment are helping members to realize their own ideas and events. The new role will be to administer the contact between Viborg Bryghus and potential musicians for Viborg Bryghus. This means that it will be the interests of Viborg Bryghus that are in focus like for instance demands towards the kind of music played, the size of band and the age of the musicians. This might conflict with the intentions of Brimer.

Musicians

The possibility of getting musicians to play for free depends on the musicians themselves. The music union has minimum rates of 1500 DKr for a job. It takes a lot of practice time to get ready to play for an audience and this may be honoured. But there are a lot of musicians playing for free. They could be paid by the audience leaving a tip, but this does not fit the idea of practising since it gives the impression of the musicians being on a job.

There is a gap between being in a practise room and playing at a job and it is not easy to make that step. The idea of the musician getting free publicity in return of practising in a public café the musicians found very interesting since the publicity is an important part of getting jobs at all. The most common way of getting known is by rumours and this depends on being heard in the first place.

The practising hour could be arranged like a typical job: Playing one set of 45 minutes, having a 15 minutes break and then playing one set of 45 minutes again.

The biggest problem according to starting up this concept is to get in touch with enough musicians. No one has a general view of the number of talents in Viborg and the surrounding area. Many musical talents have moved away to towns where the music culture has better conditions, and the talents left in Viborg standing on the step between practise room and playing for money are primarily students at the local gymnasiums. This means they are under 18 years and it will give the co-operation a bad publicity to combine beer and young people under 18.

The role of the musicians will change a little since they get a new step between practising and performing music. At present time they have to go out themselves and contact live music places in order to get a job. This is very hard if you are new in the business with no experience and no references. The opportunity of practising in front of an audience in a café and getting publicity this way will make it possible for more local musicians to get paid jobs afterwards.

Customers to Viborg Bryghus

This group of actors can be separated into four groups; People who buy beer from Viborg bryghus, people who visit Café Munken, shops as sub-suppliers of beer from Viborg Bryghus

and other sub-suppliers like cafés, bars, discos and restaurants and so on.

To the people who buy beer from Viborg Bryghus and the stores this concept makes no change in the experience of buying beer or in the role they are playing.

The guests at Café Munken will get a new music place in Viborg, but there is nothing new in this concept for them and the roles they are playing do not change. The experience of buying a beer in the café will entail a more entertaining value. But it must be kept in mind that the primary reason they visit at the café may be to taste beer from Viborg Bryghus. They may not come at the café to listen to musicians practising their performance.

The last group is the sub-suppliers of beer from Viborg Bryghus like cafés, bars, discos and restaurants. This includes the live music places in Viborg like Dickens, Latinerly and Paletten that all are selling beer from Viborg Bryghus.

The concept will make Café Munken a direct competitor to them if the café starts having live music. The fact that Café Munken does not pay the musicians might be seen as unfair competition. The results may in worst case be that these places stop selling beer from Viborg Bryghus. At present time my guess is that the economic benefit of receiving free live music in the café and attracting customers this way is a lot smaller than the economical benefit of being on good terms with these three sub-suppliers.

Testing the concept according to theory

Blue ocean strategy

The question is if this concept can be seen as a blue ocean. From the customer's point of view who buys beer from Viborg Bryghus this is just another music café. It does not offer anything new to the customer. Seeing this from the perspective of other live music places the café will become a competition when it comes to attracting customers. As a business strategy for Café Munken it will not create a blue ocean but on the contrary place the café in an existing red ocean.

As a business strategy for Viborg Bryghus it will to some point be a blue ocean strategy when considering the target group as being musicians. During the testing of this concept no similar co-operation between a micro brewery and a music association has been found. Also for the music association this is a blue ocean strategy giving them an opportunity to offer something new and useful to their members/clients and as a business strategy this will increase the number of members and thereby the budget of the association.

Storytelling in products

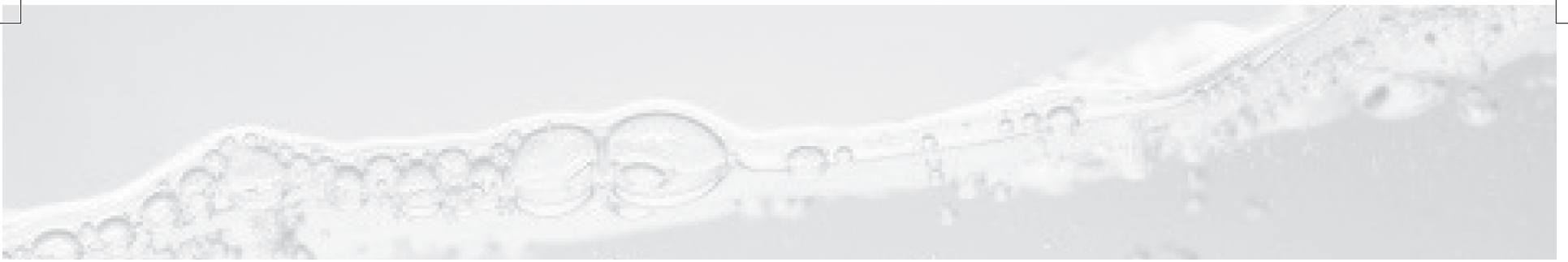
If the customer is seen as the musicians this concept tells the story of giving local musical talents a chance to become famous musicians. In this way of implementing a story in a product Viborg Bryghus is selling events in co-operation with the customer/musician as co-storyteller. The association of customers/musicians tell this story to new customers and also tell Viborg Bryghus how they want the story to evolve.

Conclusion

This concept may not be ideal for Viborg Bryghus since the risk of losing sub-suppliers is high due to the café's new status as competition in the service of live music. The musicians might primarily be young people with a different taste of music than the customers at Café Munken. Viborg Bryghus has to be conscious about protecting their brand and having experimental music or music of variable quality may not attract the target group intended for the café.

Seen from the musicians' and Brimers' point of views this concept will give them better possibilities if the co-operation is with a café like Café Safran. Here the target group is young people who may be a more suitable audience for this concept.

On the other hand the concept may be realized and successful if it is possible to get the right musicians and an arrangement can be made with the sub-suppliers for instance about having different opening hours and the sub-suppliers having principal rights to hire the musicians afterwards.



Food and Special Made Beer

Scenario

A man is sitting by his computer searching the Internet. Earlier this week he received a flyer from Viborg Bryghus about their new cooperation with local catering services. He is now checking out the webpage to find more information.

The big finale in Robinson is coming up and he is in charge of arranging food and drinks for the occasion. He is looking for something casual and cosy for a party of 15 people. He and his friends have decided to meet at six o'clock and have something to eat before the finale starts at eight o'clock. When it starts they need something to drink and some snacks.

On the website of Viborg Bryghus he finds a list of food providers that cooperate with Viborg Bryghus. He can choose between different themes for instance a pizza and beer party, beer and snack party, beer and rye loaf with cold meat, a Christmas party, beer and barbeque party, beer and hot supper party or a combination of different themes. The website also offers suggestions of what kind of beer you drink to the different kinds of food.

He can order out or rent Café Munken for the party. If he books Café Munken he can also choose between different services a beer demo or a guided tour in the brewery. If he order out he can book a mobile keg beer facility. He can choose between beer on

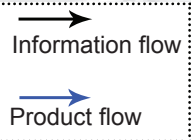
bottles and keg beer.

The man decides to order a combination of three themes: The pizza and beer theme and the beer and barbeque theme for dinner and combine it with the beer and snack theme for later. The party is held at his place, so he wants it delivered to his address. He also rents the mobile keg beer facility. Then he places the order on the website.

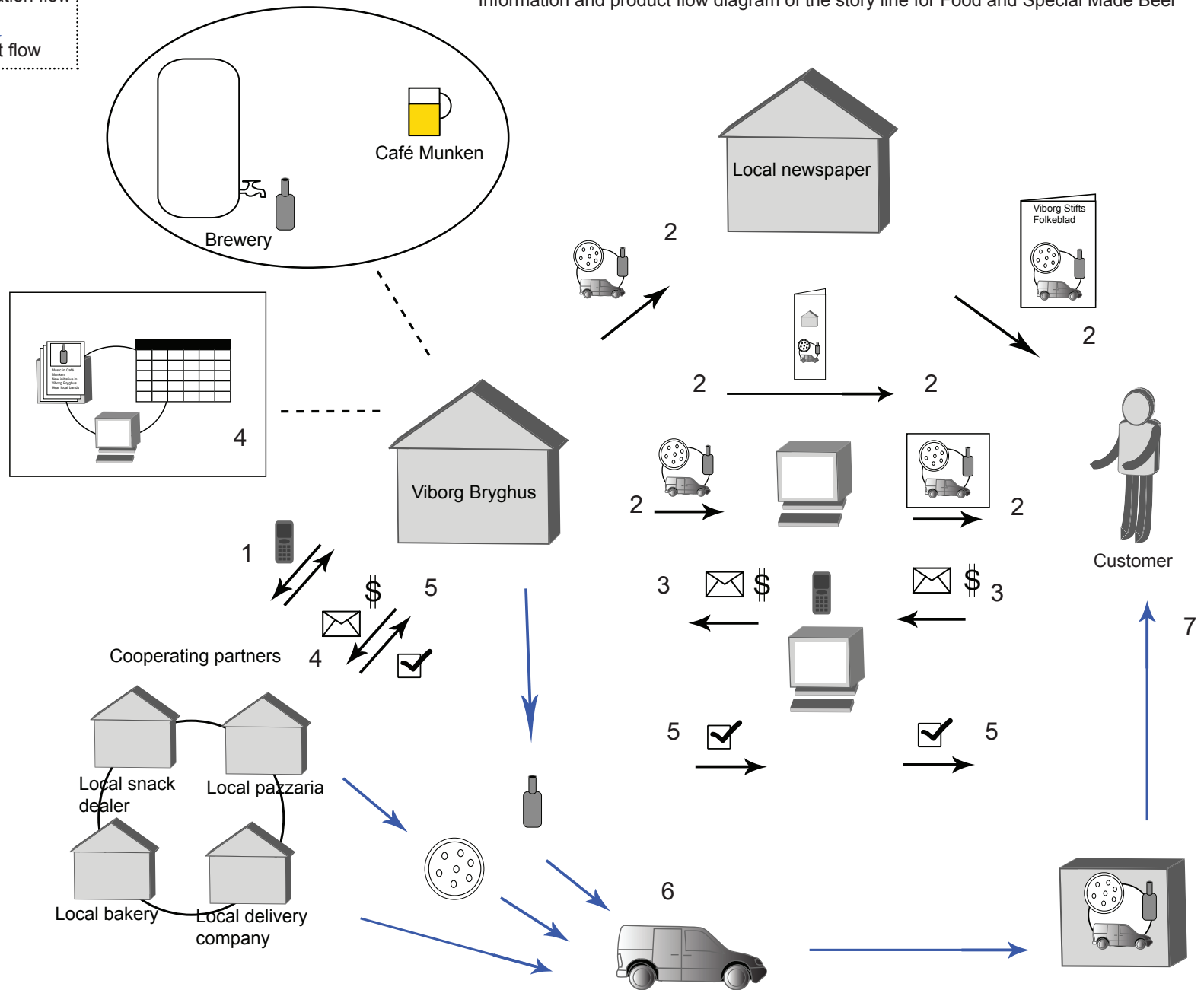
Viborg Bryghus sends the order they have received to the companies they are cooperating with. The order for pizza is send to a pizzeria, the order for barbeque food is send to a local restaurant and the order for snacks is sent to a supermarket. The order for beer and the mobile keg beer facility is registered at the brewery.


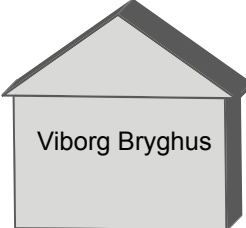

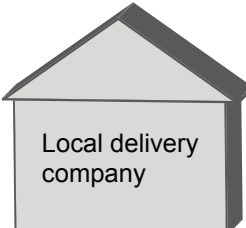
At the day the party is arranged, a delivery company that is also part of the cooperation will deliver the beer, the mobile keg beer facility and the snacks a couple of hours before the party starts. Later they will collect the other orders and bring them to the address as well.





Information and product flow diagram of the story line for Food and Special Made Beer



Story line Actors	Advertisement	Placing the order	Confirmation of the order	Delivery
 Customer		The customer places an order by phone or through the website	The customer receives a confirmation of his order from Viborg Bryghus	On the day appointed the customer receives his order from Viborg Bryghus a couple of hours before the party. The rest of the order arrives later as arranged
 Viborg Bryghus	Viborg Bryghus contacts their collaborators, the local papers, send out flyers and update their website	Viborg Bryghus receives the order, register it and distribute the order for food	Viborg Bryghus sends a confirmation to the client	Viborg Bryghus sends the order with the local delivery company they are cooperating with
 Local food supplier		One of the local catering services receives the order by mail from Viborg Bryghus and confirms it		The local catering service sends the order with the local delivery company they are cooperating with
 Local delivery company		One of the local delivery companies receive the order by mail from Viborg Bryghus and confirms it		The local delivery company collects the orders and delivers them to the customer

Flow diagram of the actors and their participation in the story line for Food and Special Made Beer

Response from Viborg Bryghus

This is an idea that Viborg Bryghus does not have the capacity to carry through for a long time (again about twenty years). And the focus for Viborg Bryghus should in their own opinion continue to be brewing beer. The concept would at present time cause the brewery more trouble than money. But the idea could be interesting in creating a new catering company for more casual parties. Viborg Bryghus could then be a wholesaler instead of handling the orders.

January to March are difficult months since the sale is decreasing at this time of year. It could be interesting to participate in something that could increase the present sale during these months.

Selling beer through pizzerias is an opportunity Viborg Bryghus has not considered before. They find it interesting to make some kind of co-operation in this area. For instance the pizzerias could have beer from the brewery in the store and sell it together with pizzas. This idea already exists with wine and pizza in some pizzerias. It could also be interesting to make suggestions to what kind of beer you can drink to different kinds of pizzas.

Another idea is a co-operation with a bakery. They could make salty biscuits or other kind of bread that would taste good when drinking beer. The idea about selling biscuits and accompaniment to beer from the brewery again is for larger breweries since Viborg Bryghus does not have the facilities or resources at present time. Besides this the idea of a co-operation with a bakery is to some extent already existing since Viborg Bryghus has talked with a bakery about making mash buns. Mash is the waste product from the mashing process (See page 16 part 3).

It could also be a co-operation with a party organizing service. To create the cosy and informal party you could rent a tent, a

jukebox and buy beer from the party organizing service. Again Viborg Bryghus would be a wholesaler to the party organizing service.

Testing the concept

In order to test the concept I have searched the Internet to find similar concepts.

Catering companies

The research resulted in a number of catering companies that offers package solutions.

www.selskabskompagniet.dk

This company is making and delivering the food and wine for the event. They also offer to be at service in finding music and entertainment, rent of pavilions and bus transport for the guests.

info@jysk-diner.dk

This company offers to deliver food and wine for parties. On their webpage they have links to companies that offer music and entertainment, to be at service in making speeches or songs and rent of tables, chairs, tablecloths, tableware etc.

www.eurokitch.dk

This company arranges all kinds of parties. They have a mobile restaurant kitchen. In co-operation with Festministeriet they arrange theme parties all over the country. Euro Kitch delivers the food, drinks and service while Festministeriet decorates the premises from the bar counter, table arrangement to personnel and background music. They also offer to be at service in making invitations and dressing up the guests.

www.njors.dk

This company provide everything for a party. Food, drinks, tables, chairs, tablecloths, tableware, mobile keg beer facilities, bar

counter, tents and pavilions with or without floor, gas heaters, chandelier, cloakroom equipment, ice sculptures, popcorn, slosh ice and soft ice machines, casino facilities, live music, jukebox, space hopper, fireworks, mobile toilet facilities and so on.

www.oeltorvet.dk

Øltorvet is an Internet catering company where you can buy a lot of the Dansih micro brew (not brew from Viborg Bryghus). You can place your order on the webpage and have it delivered at home. In Viborg the weekly delivery day is Tuesday and the order must be placed Thursday before six pm.

The search showed that catering companies with package solutions and co-operation between different companies in this line of business is not a new concept. Making a catering company would also change the focus of Viborg Bryghus from brewing beer to becoming a food provider. And this is not the intention. Selling beer on the Internet and delivering it to the door of the customer is not something new either. Therefore it has been chosen to try a new angle to this concept. The idea about a co-operation between a micro brewery and a pizzeria gave new inspiration for the concept.

Beer in a pizzeria

I have looked into what it would take to realize a co-operation between a brewery and a pizzeria.

July 1st 2005 new rules have passed and it is now legal to sell beer and spirits to go in pizzerias and restaurants. You do not need an alcohol license to sell beer as long as it is not served in the restaurant or drunk in or near the premises. The rules about closing time for retail trade must be respected.#34

Serving beer you need a license and this is issued by the police. If you are selling any kind of food you also need a license to

trade.#35

In many pizzerias it is Coca Cola, Tuborg and Carlsberg who provide the refrigerators because the small places otherwise might not afford to buy one themselves. The rumour is that if one of the big drinks companies have provided your business with a refrigerator it is only their products you put into it. Otherwise they will take it back together with your permission to sell their products.#36

There still does not seem to be anything new in the concept. Therefore I decided to turn this idea around and instead of the beer coming to the pizzeria; the pizzeria comes to the brewery.

Beer and pizza company

An idea could be to make a pizzeria in the kitchen of Viborg Bryghus. In order to test if this can be realized following things has been investigated.

Building regulations

The building regulations have been searched to find out what is needed to make a pizzeria. If this concept is chosen this is an area that has to be investigated more closely together with the fire regulations.

A room for work space must have a floor space at a minimum of 7 m². The height of the room must be at least 2,5 m. The room must have cubic content at least 12 m³ for each person who uses the room. With proper mechanical ventilation the cubic content can by permission from the municipal council be lowered to 8 m³ per person. If there is furniture and equipment this has to be taken into consideration when measuring the cubic content.#37

The kitchen in Café Munken is 9,78 m². This means that the floor space is acceptable. My estimation is that the height of the room is 2,5 m. It gives a cubic content of 9,78 m² x 2,5 m = 24,45 m³.

From this space for furniture and equipment must be added.

A pizza oven

A Sveba TRENDY pizza oven with 2 oven spaces costs around 53 100 DKr at Ken Storkøkken. This oven has capacity for 2 x 6 pizzas. The outer measures are B 1390 x D 1220 x 1760 mm.#38

Calculations

Furnishing and staff

A suggestion has been made of how the pizzeria could be furnished (see picture). When the furniture is placed this way it will have a cubic content of:

Refrigerators: 2 units x 0,60 m x 0,60 m x 1,80 m = 1,3 m³ .

Pizza oven: 1,39 m x 1,22 m x 1,76 m = 2,98 m³

Kitchen counter: (2,39 m + 1,26 m) x 0,67 m x 0,9 m = 2,2 m³ .

Kitchen counter with shelves: (1,06 m + 1,13 m) x 0,45 m x 90 m = 0,89 m³ .

In all that gives 4,42 m³ .

To find out how many persons are allowed to work in the kitchen the cubic content of the furniture and equipment is added from the cubic content of the kitchen:

24,45 m³ - 4,42 m³ = 20,03 m³

This means that only one person must work in the kitchen unless mechanical ventilation is added. In that case two people are allowed to work here.

Cost of furnishing

An estimation of the furnishing cost is made. The prizes are chosen at random and only serve to give an idea of the contents in the pizza bakery and furnishing cost:

Refrigerator x 2: 4000 DKr x 2 = 8000 DKr

Pizza oven: 53 100 DKr

Hotplates x 2: 300 DKr x 2 = 600 DKr

Cooker hood: 4000 DKr

Kitchen equipment: 3000 DKr

Kitchen cabinets + work top: 15 000 DKr

Stain plates x 2: 300 DKr x 2 = 600 DKr

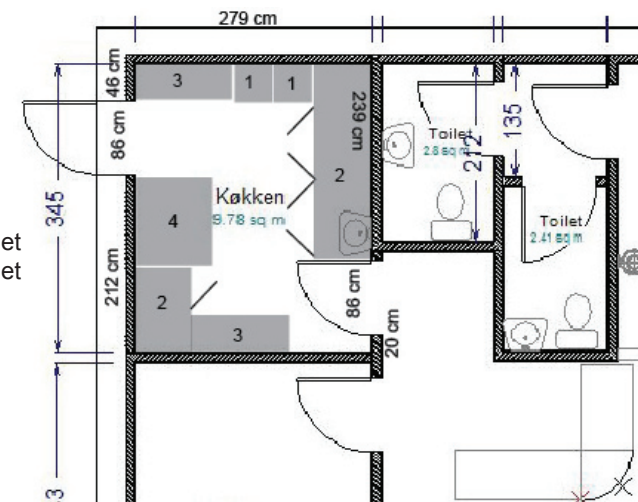
Tap: 600 DKr

Kitchen sink: 1000 DKr

Restoration material (paint, floor, tile): 2000 DKr + 3200 DKr = 5200 DKr

Making the kitchen into a pizza bakery will cost around: 91 100 DKr exclusive working hours.

- 1 Refrigerator
- 2 Kitchen cabinet
- 3 Kitchen cabinet with shelves
- 4 Pizza oven





Rethinking the concept

Viborg Bryghus has in about 10 years from now expanded their business and beside the brewery and Café Munken they are running a special made beer and pizza delivery company. The strategy of this concept is selling beer from the brewery, and then to offer different kinds of food and snack that can be used as accompaniments to a particular beer.

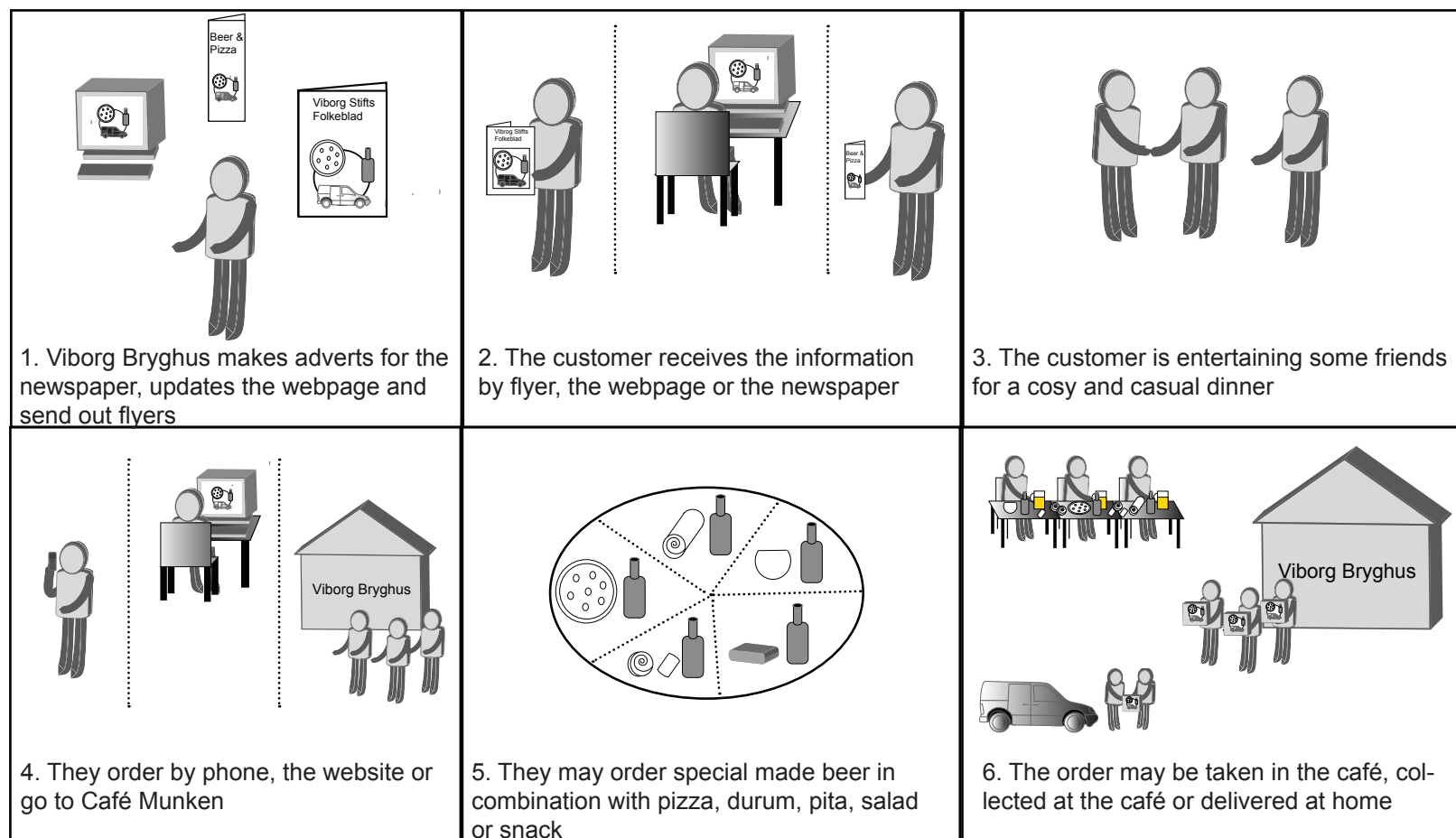
On the menu you can chose special made beer together with pizza, durum, pita, salad and snacks. The dough used is made of mash and the fillings are compounded to match the brewery's selection of special made beer. The snacks are a selection of small flat mash breads and small flat bread made of traditional pizza dough and sprinkled with salt.

The premises of Café Munken and the kitchen, both on the first floor, now are a beer and pizza restaurant with belonging pizza bakery. A pizza baker, a delivery man and someone to answer the telephone and assist the pizza baker have been added to the staff.

The target group is people in the age of 35+ who are interested in special made beer and want to take this interest to the next level and add special food and snack to the experience of drinking special made beer. The occasion for ordering this service is intended to be informal get-togethers like a Friday night dinner for two or just a casual dinner/cosy evening with the friends. It is not intended for the formal traditional Danish "soup, roast and ice cream" events.

The customer gets the information about the menu by flyers or by the webpage of Viborg Bryghus. If they choose to order by phone, they can either collect it at the café or get it delivered in return of a small fee. They can also visit Café Munken and use the restaurant.

Beer & Pizza Scenario



SWOT

This SWOT-analysis is used to find the possible consequences of implementing this concept at Viborg Bryghus.

<p>Internal</p>	<p>Strengths</p> <ul style="list-style-type: none"> - New service for the customers - The customer gets new experience and surprise in the product 	<p>Weaknesses</p> <ul style="list-style-type: none"> - Money for new equipment and facilities - Money for new employees - The customers may not like mash pizzas
<p>External</p>	<p>Opportunities</p> <ul style="list-style-type: none"> - A larger/new market - The concept will diffuse the knowledge of Viborg Bryghus - The concept has no direct competition 	<p>Consequences</p> <ul style="list-style-type: none"> - The concept will open up a market in Viborg with no direct competitors for Viborg Bryghus - Viborg Bryghus may be known in Viborg as provider of a new and exiting beer and food concept
<p>Threats</p> <ul style="list-style-type: none"> - People may prefer the food they are used to 	<p>Consequences</p> <ul style="list-style-type: none"> - The concept may make a good profit - With the right composition of the ingredients the mash pizza may be successful 	<p>Consequences</p> <ul style="list-style-type: none"> - It takes an advertising campaign to make people aware of the new concept and to rouse the customers' curiosity - If it is impossible to make mash pizza taste good the concept fails - If the customers do not want mash pizza the concept fails

Consequences of the strategies

The following text looks into the consequences that the concept has on the main actors involved in the system.

Viborg Bryghus

Viborg Bryghus cannot at present time realize this concept. The reason is first of all that there is not money on the budget to hire at least three new employees. Second there is also the cost of about 100 000 Dkr plus working hours that is needed for making the kitchen into a pizza bakery. But it is estimated that in about 10 years from now the brewery will be a cost-effective business with a budget that allows this concept to be realized.

Before the concept can be realised some testing with the new kind of food have to be made as well. This may be done in co-operation with a pizzeria or a cook who can give advice on the combination of food and the choice of beer.

The kitchen at the brewery's present premises is big enough to be used as pizza bakery. With the installation of mechanical ventilation it is possible for the two people that are needed in the pizza bakery to make the food. The cost of a mechanical ventilation is not included in the estimated cost of 100 000 Dkr.

At some point the present brewing facilities will be too small to fulfil the demand for special made beer from Viborg Bryghus. Therefore in 10 years the brewery is likely to have moved into new premises since the present ones hold no possibility for expansion. Moving the brewing process elsewhere will make space for the pizza bakery in the present brewery, as long as the premises with the café are kept. If not, the new premises can be chosen with regard to the establishment of a pizza and beer restaurant and delivery service.

The role of Viborg Bryghus will change from running a brewery

and a café to include running a beer and food delivery service. Besides brewing beer the work will include baking pizzas. Also the time spend on purchase will increase and all together this means that the workload will increase. The products that Viborg Bryghus will be producing besides beer, includes pizza, snacks and mash to the pizzeria.

It also has to be taken into consideration that the business hours will increase since selling beer and pizza/snack relates to meals and snacks at noon, afternoon and evening, and every day of the week.

Viborg Bryghus will be able to provide a new service to the present target group. Today the primary contact to the target group is through a distributor. The direct contact plays a small secondary role through the café. This may change with the success of this concept since the direct contact with the customer may be a larger part of the business strategy.

Another possibility may be to lease a part of the new premises out to a pizzeria and make a co-operation between the two businesses. This way the economic risk and the cost will decrease. Viborg Bryghus will then be supplier of beer and mash to the pizzeria.

Customers to Viborg Bryghus

The citizens are offered a new food concept. This concept will provide the aspects of new experiences and surprise that the consumers are requesting today. As the research showed (page 60) people like to drink beer in the company of others. This concept offers the opportunity of a successful, cosy and casual evening together with friends or family, and with a minimum of effort from the customers.

The role of the customer does not change much. Instead of

going somewhere to buy beer from Viborg Bryghus they may choose a packet solution delivered to the door with beer and food/snack that is adjusted to it.

The customer may also play a larger role in an indirect marketing of the beer since this concept sets the scene for the customer introducing it to family and friends when choosing to get beer and pizza from Viborg Bryghus. Next time they go to the supermarket they may be more aware of and interested in beer from Viborg Bryghus because they recognize it. This may result in an increase of the sale of beer from Viborg Bryghus.

Testing the concepts according to theory

Blue ocean strategy

Seen as a business strategy for Viborg Bryghus this concept is placed in between a formal dinner and fast food. It has the informal, cosy and casual atmosphere and eating with your fingers in combination with quality and special made pizza and beer. It may be seen as a blue ocean strategy since the concept of special made beer with mash pizza is a new combination offering the customer something new and exiting. Especially when comparing with other micro breweries, that often choose to combine the brewing with a formal dinner restaurant.

On the other hand this concept will be competing against other kinds of restaurants, take away and food delivery services in Viborg. This may be interpreted as a red ocean strategy, but it is an indirect competition since this concept offers a new choice to the customers. It is the choice of selling special made beer and mash pizza that defines this concept as a blue ocean strategy, not the choice of selling food and drinks.

Storytelling in products

This concept tells the story of having a cosy and casual evening together with friends or family, while having special made beer

and pizza, and with a minimum of effort from the host.

The concept of a pizzeria harmonizes with the casual, cosy associations that are also connected to drinking beer. Choosing to make a formal restaurant/catering service in connection to a brewery may be seen as a step away from the values of drinking beer. The Beer & Pizza concept has focus on the values and traditions associated with drinking beer and then food with the same values is added in order to increase the experience.

In this concept Viborg Bryghus sells an experience (a cosy evening with beer and pizza) and allows the customer make up the details of the story about the product and service. The customers tell the story to friends and family or let them participate in it. By doing so the story may evolve over time giving Viborg Bryghus a story with individual details that can be used in selling the service.



Conclusion

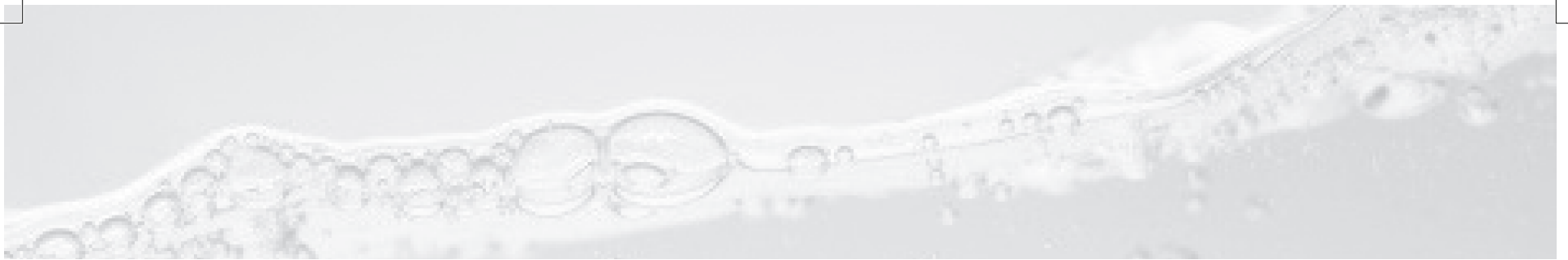
A traditional pizzeria already makes dough for pizza, durum, pita and small flat breads (used for accompaniments to salads). It is not estimated to be a problem to make flat mash bread and small salty flat breads in the pizza oven as well.

Several micro breweries have chosen to combine their brewery with a restaurant. Often the concept is formal dinners with a mix of wine and beer on the menu. There is nothing new in this concept and it does not offer anything new to the customer.

Choosing a concept with a formal dinner may also place special made beer in the same category as wine. This means that the brewery's own beer has to compete with wine in the brewery's own restaurant and on terms in favour of the wine. This is a red ocean where special made beer may have bad conditions. Special made beer is not a new kind of wine but a part of Danish drinking culture and traditions and may be treated like that.

Pizzerias are associated with the casual, cosy associations that are also connected to drinking beer. This concept has with focus on values and traditions that are associated with drinking beer, combined special made beer with food that has the same values in order to increase the customer's experience.

This concept is estimated to be realistic in about 10 years when Viborg Bryghus has become a cost-effective business with a budget that allows it to hire three new employees and to invest in the expense of about 100 000 DKr plus working hours that is needed for making the kitchen into a pizza bakery.



The Beer Bank

Scenario

A woman is reading the paper and sees the advertisement for making your own beer at Viborg Bryghus. She finds the idea interesting and makes an online booking on the brewery's website. Here she can choose between different flavours and the amount of beer she wants to make. She can also choose if she wants the brew delivered all at once or she wants to deposit it in the beer bank, and she can make other customized requests.

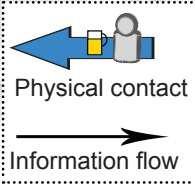
She would like to make a 10 litres strawberry/caramel beer for her 40th birthday that is coming up in a few months. This means she will need to deposit the beer kegs for a while until her birthday so she opens a beer account at the brewery. She also orders the mobile keg beer facility for her birthday.

On the day she has booked she walks down to the brewery and the master brewer guides her through the process of making beer. She participates in starting up the process of the brew she has ordered. At home she can follow the status of her brew at the website. She receives a mail when her brew is done and is being deposited in the beer bank.

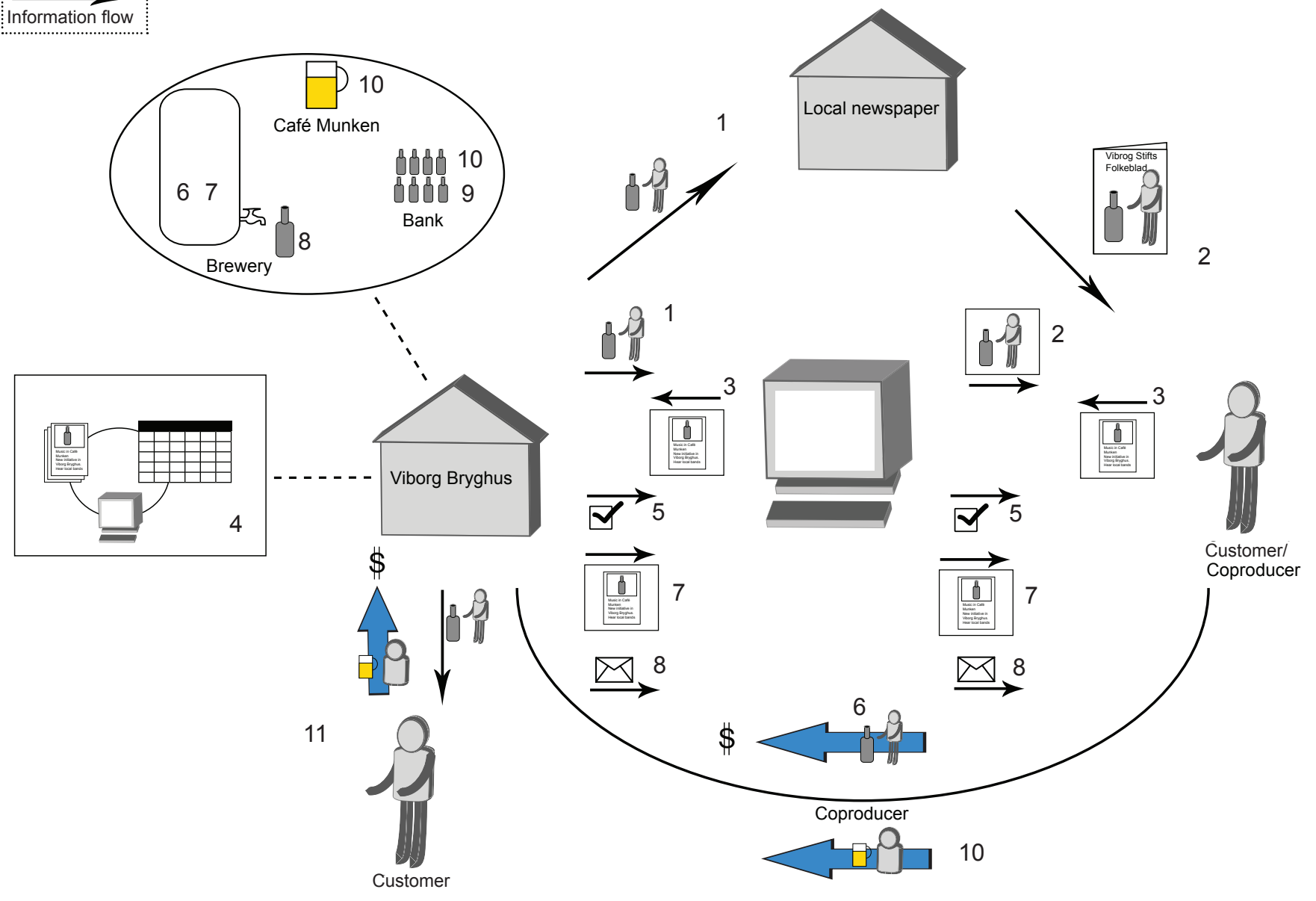
When her strawberry/caramel beer is done she decides to try out the beer with a couple of friends. They go to Café Munken to withdraw beer from her account. She places her order to the

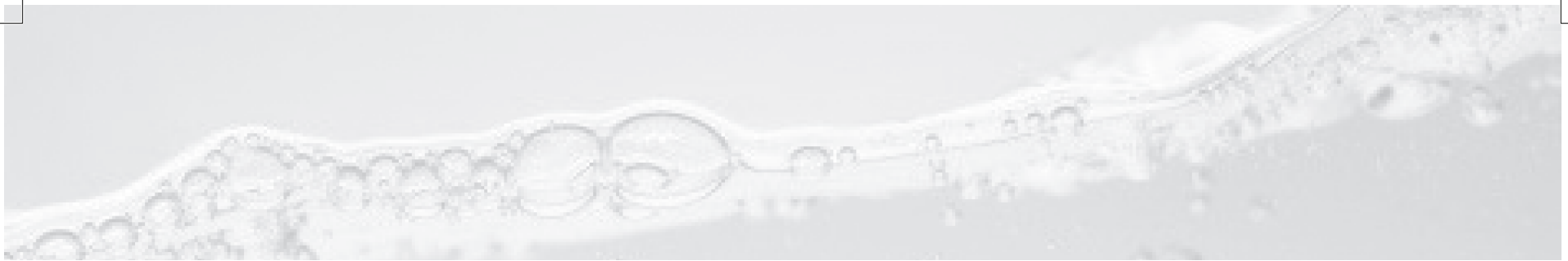
bartender and he goes to the stock and gets it. The woman and her friends find a table and sit down to enjoy the special made beer.



At the day of her birthday her special made beer and the mobile keg beer facility are delivered to the address where the party is held. Any leftovers of her beer from the party, she may choose to sell through Viborg bryghus to other customers.



Information flow diagram of the story line for the Beer Bank





Story line Actors	Advertising	Arrangement for the brewing	Brewing beer	The beer is finished	Beer account
 Customer		The customer reads the paper and enters the website to make an appointment online. She specifies the order	The customer meets with the master brewer and is informed of the process. After a guided tour in the brewery they start up the process together. She walks home. She follows the process of brewing her beer on the webpage		The customer opens a beer account where the beer can be stored until she needs it. She can go to the café and withdraw beer from her account
 Viborg Bryghus Café Munken	Viborg Bryghus contacts the local paper and update their webpage	Viborg Bryghus receives an order from a client. They prepare for the order and for the meeting and plan the brewing process	The master brewer meets with the customer and informs her of the process. After a guided tour in the brewery they start up the process together. Then the master brewer takes over	The brewery contacts the customer by mail and informs her that the brew is finished.	Viborg Bryghus registers the account and stores the beer in a stockroom by the café

Flow diagram of the actors and their participation in the story line for the Beer Bank

Response from Viborg Bryghus

The idea about the beer bank is on the edge of being realistic, especially for a micro brewery with a small budget. But it might be an idea for a larger brewery. Giving an approximately time perspective Viborg Bryghus will not be able to carry through this initiative the first twenty years and then only if they have become a larger successful brewery.

If this concept was to be implemented at present time the prize that the customer will have to pay for this service is 25 000 DKr per brew giving the customer up to 650 litres of beer. It is not the amount of beer that costs but the labour put into the brewing. This means that if the customer only wants 50 litres the prize will still be 25 000 DKr. The concept can be realized with the existing brewing facilities and the customer's beer can be stored at the depot and be brought in to the café on order from the customer. It will give an extra cost for the customer.

This means that only a few beer enthusiasts will be interested in paying the price of making their own beer. And the risk of being stuck with an unsaleable beer is too high. A customer might make a beer with a new taste that sounds good in theory but tastes bad, and then decide he will not pay for it. The idea could probably work for a larger brewery that has the money to invest in the right equipment and which has enough money to take the risk.

The master brewer mentions that he has heard of an Australian concept where you can rent the brewery for a day and make your own beer. But making good beer demands experience and knowledge about brewing beer.

An idea could be to sell tickets to people interested in becoming co-brewer for a day. You could then choose between five permanent kinds of beer and participate in brewing your own favourite. For this idea to work properly, you will need to sell a

certain amount of tickets for each brewing event. But the physical settings are not ideal for this idea since the space in the brewery is very narrow. It is not possible to brew beer if there are too many people.

Another way to give the customer influence on the selection of beer in the brewery could be making a voting on the webpage about which beer should be made beer of the month. The voting could be made each month and the choice be published in the papers. Maybe people who have voted for the winning beer could participate in a draw and win a prize.

It could also be making your own labels. This would imply a new kind of labels that was cheaper and this might damage the effect of recognition that Viborg Bryghus has already achieved. The labels used now may be too expensive and complex for private persons to make their own labels. Viborg Bryghus has already tried the idea of making a special label for a company.

Testing the concept

The price can be a problem in this concept. Therefore I have made research on how difficult it is to make your own beer and what it will cost. Also the Internet has been searched to find similar or related concepts in order to test the originality of the concept and to follow up on the feedback from Viborg Bryghus.

How hard is it to make your own beer?

It is not that hard to make your own beer. Beer consists of four main ingredients: Malt, hop, yeast and water. It is the different variations of these main ingredients that determine what kind of beer that is the end result of the process. The ingredients are easy to get either in stores or on the Internet.

On the Internet you can also find instructions, recipes and equipment for beginners. A set of equipment with all that is needed for making your own beer can be bought for 500 DKr. The ingredi-

ents you need for making for instance 20 litres of a copy of the English beer, Newcastle Brown Ale are estimated to cost 57,50 DKr.#39

Making your own beer at home:

$((57,50 \text{ DKr}/20 \text{ litres} \times 650 \text{ litres}) + 500 \text{ DKr}) / 650 \text{ litres} = 3,64$
DKr per litre for 650 litres

$((57,50 \text{ DKr}/20 \text{ litres}) \times 50 \text{ litres}) + 500 \text{ DKr} / 50 \text{ litres} = 12,88$
DKr per litre for 50 litres

Making your own beer at Viborg Bryghus:

25000 DKr/650 litres = 38,46 DKr per litre for 650 litres

25000DKr/50 litres = 500 DKr per litre for 50 litres

Making 650 litres of beer at home will cost you 2368,75 DKr which is only a tenth of what it would cost to make it at Viborg Bryghus. The difference in prize is primarily based on staff salary.

Making your own labels

Looking at the Internet it turned out that Tuborg has already used the idea of letting the customer produce their own labels. You can make an online order from one beer crate and up. On the labels you can put your own pictures and text. The price is 259 DKr + deposit of 52,50 DKr for 30 beers including delivery.#40

Hald Ege Bryggerlaug

This is a brewer guild near Viborg started in 2004. The members are people interested in brewing beer and who like the cosy atmosphere that follows. The vision is to make special made quality beer.

They meet a couple of times a month in the village hall Egekværnen in Hald Ege (about 5 km from Viborg). They have bought equipment to brew their own beer and use the facilities

at the village hall. The price to be part of this guild is 200 DKr per quarter in subscription and this money is used to buy equipment and raw material. Besides the subscription you pay for your own brew.#41

Gudenaadalens Bryghus

There are other brewer guilds near Viborg. Gudenaadalens Bryghus is a brewery that is run by volunteers from Ulstrup Whiskey and Beer guild (about 30 km from Viborg). It was established in December 2005 and is run by people interested in brewing beer. It is a very small brewery basically an extended scullery with the capacity for 100 litres brew.

The members of the Whiskey and Beer guild are people with interest in learning the process of brewing beer. They use the small brewery to train and experiment with the ingredients. The purpose of the brewery is to increase the interest and the possibility to produce your own hand brewed beer. People with interest in brewing their own beer can take contact to the brewery and be a member of the guild.

The number of hand brewer guilds is increasing these years as the interest of making your own beer also is increasing. The nearest hand brewer guild to Ulstrup Whiskey and Beer guild is Tawøl (Tange Sø Whiskey and Beer guild - www.tawoel.dk). They have 50 hand brewers and this is at present time maximum for their brewery (about 20 km from Viborg).#42

If you want to make your own beer in small scale there are cheaper alternatives to this concept. The target group may have to be reconsidered due to the cost of the service and the existing possibility of making small amounts of homemade beer at a small cost. Also the issue concerning storage of the customer's beer has to be taken into consideration.

Beer enthusiast/potential customer

In order to find out if this concept has interest among beer enthusiasts I contacted Keld Lauge Jensen who has a large knowledge of special made beer and micro breweries. He is also a member of TawØl.

The idea about a beer bank is not to his knowledge something that exists. The biggest problem with the concept is the space needed for storage, and this is one of the things that Viborg Bryghus is being short of at present time. Especially if you can only withdraw your own beer from the account. If the concept becomes a success the brewery may have to store 10-20 different kind of brews in either bottle or in storage tanks besides keeping its own production running.

An idea may be to bottle the customer's production and deliver it right away. This may contain an issue of keeping quality since the beer is not pasteurized. Many micro breweries have started with unfiltered unpasteurised beer because this is closer to the original way of brewing, but has later purchased machinery for pasteurization. The larger chains of breweries cannot manage to check the date of durability all the time and many breweries have gotten their beer returned for this reason. (A beer from Viborg Bryghus has a date of durability about half a year after being brewed)

On the surface the interest in Viborg may not be particular large. The concept may be realized in a larger area especially with regard to the price. Several of the established breweries sell special made beer to companies etc that are able to buy in large quantities (around three pallets). This is most often one of the breweries own beer with a special label containing the company's logo etc.

In my mail I have suggested a cheaper approach. Local hand brewers and brewer guilds may store their own homemade beer

in the beer bank in return for a smaller charge. This way they do not have to pay the large cost of using the brewery's facilities. They would still be able to withdraw an amount of beer on their account when needed and check the balance on the Internet. Again the customer can choose to withdraw at the café and bring the beer home or take it at the café with friends.

Keld Lauge Jensen believes that the concept may be met with sympathy from the brewer guilds and hand brewers if they can visit Viborg Bryghus as co-brewers and make their own recipes in larger scale. The problem may be that access and traffic in the brewery together with importation of yeast, hop, malt, seasoning etc is a potential source of pollution, and one of the most important things when handling brewing of beer is cleanliness. The interest in this concept in Viborg is estimated to be 5-10 customers.

I also suggested another approach to the concept. A brewer guild has a recipe they want to produce in larger scale and sell through Viborg Bryghus. The cost will be the 25 000 DKr for brewing 650 litres and this amount of money is paid at the beginning of the process. Viborg Bryghus will store the beer and distribute it at the café in return for a percentage of the sale. When the date of durability is reached the guild receives any remains. If the beer sells, a new arrangement can be made.

The responds to this approach is related to the previous one. Each year a Vendsyssel championship for brewing beer takes place. Both brewer guilds and private hand brewers compete in making the best beer. The price is getting your beer brewed at an established brewery and participating as co-brewer. Knark-stout from Duelund is an example and is brewed at Thisted Bryghus. Another example is "Überpils" from Raasted Bryghus.

If several successful visitor-brews are available on the market and people become aware of the possibility of testing their own brew on a larger audience, this may attract hand brewers from

a larger surrounding area of Viborg. But it is also easy for other breweries to copy.

In the world of micro breweries a phenomenon called “phantom-breweries” exists. It is breweries with own name, labels, recipes etc but which do not have own brewing facilities. They have their beer brewed and bottled on other breweries. An example is the brewery “Mikkeller” who has its beer brewed at Ørbæk and GourmetBryggeriet in Slagelse. Another example is Grauballe Bryghus at Silkeborg. It has a small brewery but gets the larger quantities brewed at Thisted Bryghus and Søgaard Bryghus.#43

If this concept is going to be realized it will take some reconsideration. The issue of storage space has to be solved and a time frame has to be made for storage of the customer’s beer. It also has to be taken into consideration that Viborg may be too small to make the concept successful.

Brewer guilds in the surrounding area of Viborg may be interested in getting their beer brewed at the brewery and participating as co-brewers. But here the risk of pollution has to be taken into consideration.

The idea of brewer guilds and private hand brewers testing their own brew on a larger audience and making successful visitor-brews available for other customers may attract hand brewers from a larger surrounding area of Viborg.

Rethinking the concept

This concept can not be realized at the present time by Viborg Bryghus, but at some point when the brewery becomes established it will be necessary to invest in new brewing equipment and new premises. Estimation will be 5-10 years since the lack of space and the brewing capacity is already beginning to be a problem, but the budget does not at present time allow this kind

of investment.

The present premises have a good location for running a café and it will make sense to keep it and only moved the brewing process to new premise. The equipment used for brewing beer at present time will also have to be replaced in order to produce larger amount of beer. The old equipment may be used to realize this concept together with the old brewing premises. This will separate the normal production of Viborg Bryghus and the production with co-brewers/prosumers. This means that the normal production will not be affected by this concept and it will eliminate the risk of polluting the normal production from imported ingredients. The equipment is cleaned between each customer brewing.

The target group will be brewer guilds and private hand brewers that want to produce in larger scale and sell through Viborg Bryghus. They have made a good recipe through their small scale production of beer and they are now interested in testing it on a larger audience.

They contact Viborg Bryghus and pay the 25 000 DKr for brewing 650 litres. They schedule the process.

Day 1

The first day the brewing process has begun (see also the brewing process at pp. 16-17). Water and malt is mixed and heated and the mashing process takes 1½ hour. Then the beer is filtered before it is boiled for another 1½ hour with hops. It is then cooled down and put on a fermentation tank where the yeast is added. This day the work will take about 8-10 hours.

Day 2

The second day is scheduled 3-7 days after day 1 for the fermentation process to work. The yeast is now removed and the beer is put on storage tanks.



Day 3

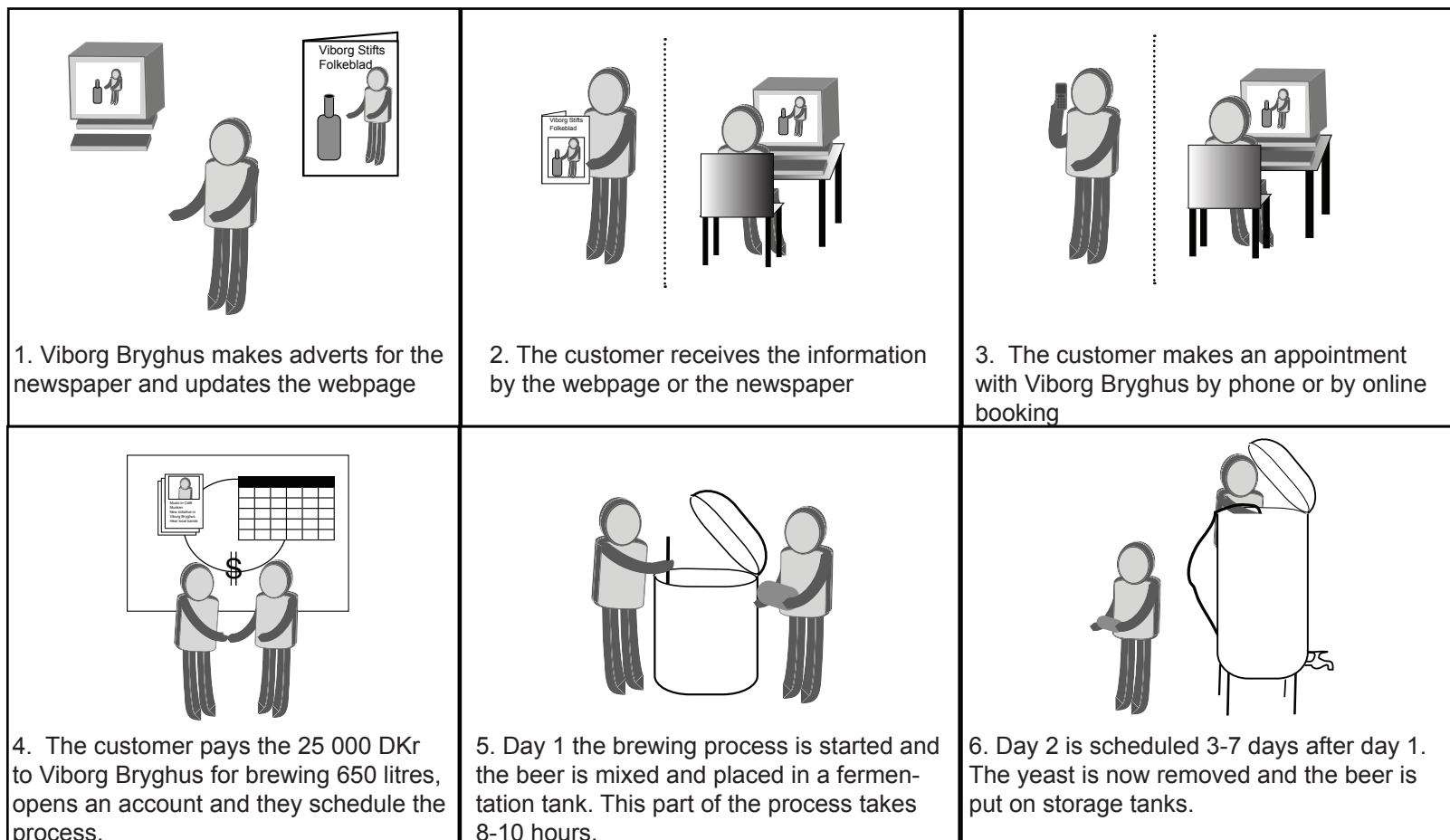
The third day is scheduled 14 days to several months after day 2. The beer has now matured and is ready to be filtered and bottled.

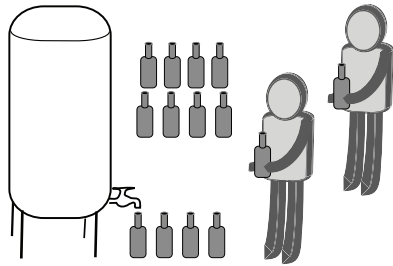
The co-brewers/prosumers open a beer account in Viborg Bryghus from which they can withdraw an amount of beer when needed. The beer may be withdrawn at the café and brought home or it can be taken at the café with friends. Viborg Bryghus will store the beer and also distribute it at the café in return for a percentage of the sale. On the Internet the consumer can check the balance of the account and also see how the sale is going. When the date of durability is reached the prosumer can choose to receive any remains.

If the beer sells, a new arrangement can be made. The prosumer can choose to make a new brew and deposit it on the account, or Viborg Bryghus may offer to buy the recipe and start producing the beer. The prosumer may get a small percentage of the sale as well.

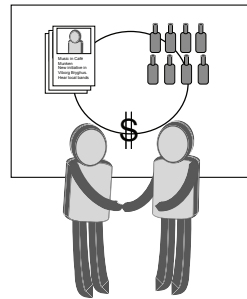


Beer Bank Scenario

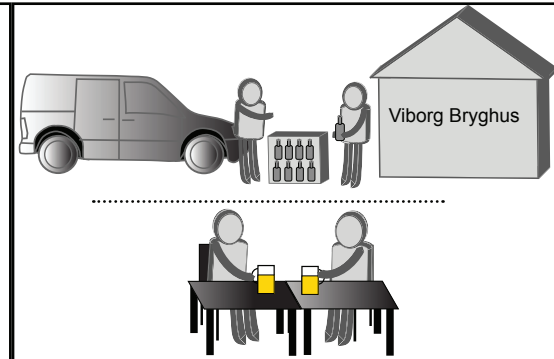




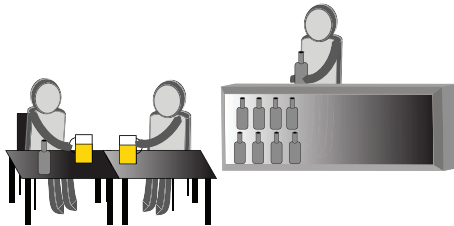
7. Day 3 is scheduled 14 days to several months after day 2. The beer has now matured and is ready to be filtered and bottled.



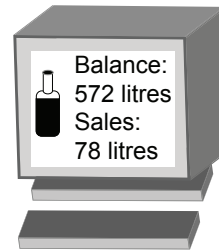
8. The prosumer opens a beer account in Viborg Bryghus



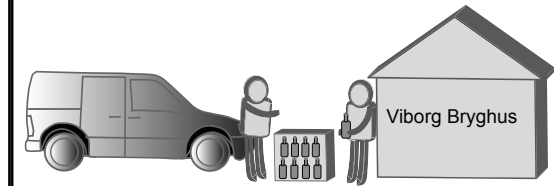
9. The beer may be withdrawn at the café and brought home or it can be taken at the café with friends.



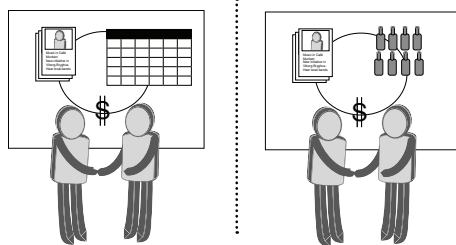
10. Viborg Bryghus will store the beer and also distribute it at the café in return for a percentage of the sale.



11. On the Internet the prosumer can check the balance of the account and also see how the sale is going.



12. When the date of durability is reached the prosumer can choose to receive any remains.



13. If the beer sells the consumer can choose to make a new brew and deposit it on the account, or Viborg Bryghus may offer to buy the recipe and produce the beer.

SWOT

This SWOT-analysis is used to find the possible consequences of implementing this concept at Viborg Bryghus.

Internal

External

Strengths

- New brews are tested
- Development of own production
- New service for private hand brewers
- Commercial value

Weaknesses

- Investment in new equipment for Viborg Bryghus' own production
- Risk of pollution
- Too few customers
- The high cost of being co-brewer
- Too many customers

Opportunities

- New prosumers from other parts of the country
- Beer of the town
- Encourage the local interest in beer

Consequences

- The concept may advance Viborg Bryghus' own production
- It may advance the brewing of beer in the local community since it will be possible to sell beer made from new interesting recipes
- Viborg bryghus may receive commercial value from the concept

Consequences

- The right balance has to be found between the number of prosumer beers and Viborg Bryghus' own beer sold in the café
- Reuse of old equipment
- New equipment has to be bought anyway
- The concept is an investment for the prosumer not an expense
- The number of clients in the local area will be adequate
- Guidelines for the use and cleaning of the prosumer brewery have to be made

Threats

- Easy to copy
- Focus on prosumer beer, not beer from Viborg Bryghus

Consequences

- Brewing of special made beer may have better conditions in Viborg
- If the concept is copied the local private hand brewers will still come to the nearest brewery (Viborg Bryghus)

Consequences

- By finding the right balance between the selection of prosumer beer and own beer, Viborg Bryghus will be able to offer an exiting and changing selection of prosumer beer without removing the focus away from their own permanent selection of beer.
- If Viborg Bryghus cannot handle the demand for production of prosumer beer the concept is easy to copy for other micro breweries

Consequences of the strategy

Viborg Bryghus

The concept may be realized in 5-10 years when the brewery becomes established. It will then be necessary to invest in new brewing equipment and new premises. The old equipment may be used together with the old brewing premises to make production with co-brewers. This way the production of prosumer beer will not effect the ordinary production.

The issue of storage space may be solved by keeping the main part of the prosumer beer at the depot of Danske Fragtmænd where Viborg Bryghus at present time keeps their main stock. A small amount of prosumer beer may be stored in refrigerators in the kitchen ready for sale.

Viborg Bryghus may offer a new service to the customers and in return they benefit from the experience and experiments of the local hand brewers. The target group will be small, 5-10 in the local area, but the concept may attract hand brewers from a larger surrounding area of Viborg.

The size of the potential target group is estimated to be acceptable since too many prosumers will give a storage problem and may overshadow Viborg Bryghus' own production. Having a group of 3-5 prosumers at a time will provide new ideas to Viborg Bryghus and give the customers an acceptable selection of prosumer beer without removing the focus from Viborg Bryghus' own production.

The brewery needs a second master brewer who can be in charge of the co-brewer production and schedule the use of the co-brewer facilities. Since a second master brewer is connected to the brewery at present time he might be interested in managing this production.

The role of Viborg Bryghus will change from distributor of own

beer production to also include the role as broker for the prosumer's production. There may be a small conflict in this role since Viborg Bryghus will be selling competing special made beer. But it is estimated to be of minor significance since Viborg Bryghus will benefit from both the exchange of know-how that may result in new quality beers, and from the commercial value of brewing the local community's own beer and encourage the local interest in special made beer.

The webpage of Viborg Bryghus may be changed and updated more often for the prosumers to access their accounts and follow the balance and sale. The beer bank may increase the amount of time used on working with the webpage.

Prosumer

Brewer guilds and private hand brewers may contact Viborg Bryghus if they are interested in using a promising recipe in a larger scale production than their present facilities offer. They can test it on a larger audience by selling it through Viborg Bryghus.

The role of the target group in this concept will change from ordinary customer to prosumer. The prosumer plays a much more active role in the system than the ordinary customer since they participate in the production as co-brewers.

The economic risk of this service lies on the prosumer and may prevent some from participating. On the other hand if you have a recipe you believe in and see the cost as an investment, a successful outcome will give the satisfaction of self-made being well made together with a small profit.

Customer

The role of the ordinary customer will not change. The number of different kinds of beer will increase giving the customers more to choose from and the opportunity to get something familiar and something new. A visit to Café Munken may offer the ordinary customer a new experience and surprises since the prosumer beer will change over time.

Testing the concepts according to theory

Blue ocean strategy

Seeing the target group as private hand brewers and brewer guilds this concept will create a blue ocean for Viborg Bryghus. The closest competing concept is the Vendsyssel championship for brewing where the winner gets his beer brewed at an established brewery and is participating as co-brewer. But that is a prize you can win, not a service that is offered by a brewery to the customer.

At present time this is a blue ocean strategy, but since the concept is easy to copy it can develop into a red ocean and this has to be taken into consideration.

Storytelling in products

The concept tells the story of the customer as co-producer and associates Viborg Bryghus with solidarity and beer of the town. Part of this story is about a private hand brewer or brewer guilds who may get to realize the dream of producing and selling own beer.

In this concept the customer has become a co-producer and a co-storyteller who together with Viborg Bryghus tell the story to new customers. The prosumer will also play an active part in the further development of this story. A successful prosumer beer that is sold in the café and maybe later in the stores in Viborg will increase the interest of both this concept and in Viborg Bryghus.

Conclusion

There are cheaper alternatives if the private hand brewer and the brewer guilds want to be making small amounts of homemade beer at a small cost. But if they have a promising recipe this concept offers the possibility of testing their own brew on a larger audience by brewing larger quantities and sell it through Viborg Bryghus.

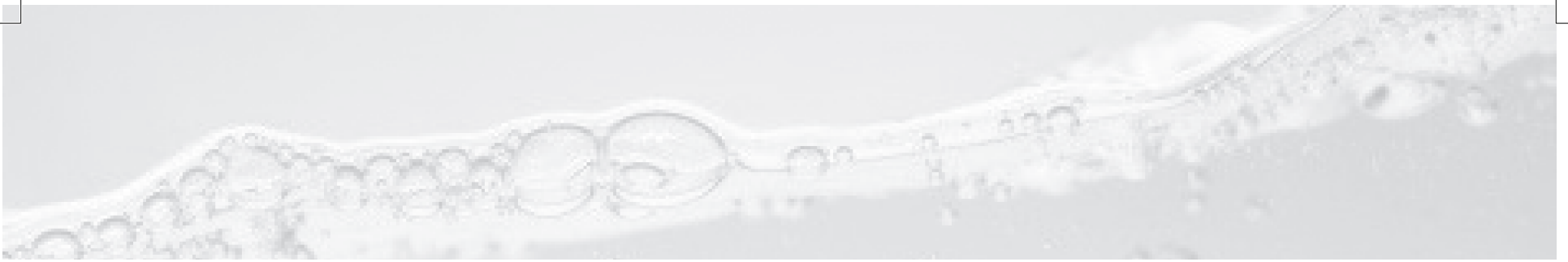
Issues mentioned in the previous testing of the concept may be solved. By using different facilities for the prosumer beer and Viborg Bryghus' own production to avoid pollution and this also have the consequence that the normal production will not be effected by producing prosumer beer. The storage issue can be solved by the prosumer buying storage space at Danske Fragtmænd through Viborg Bryghus as part of the service and only a small amount stored at the Café Munken.

A timeframe for the prosumer beer to be sold in the café can be half a year. This also appears to be a sufficient time span to test if the beer sells. For the customer who is interested in buying prosumer beer, half a year may also be a sufficient period of time before a new kind of prosumer beer is offered.

According to the issue of Viborg being to small an area for this concept to be successful it is estimated that only a small group of prosumer beer can be sold at the same time to avoid overshadowing the permanent selection of special made beer from Viborg bryghus. A successful outcome of this concept will attract private hand brewers and brewer guilds from a larger part of Denmark giving Viborg Bryghus a larger number of potential prosumers to choose from.

The concept will result in Viborg Bryghus having the citizens participate in producing beer and thereby strengthen the local bond and increase the prosumer's feeling of mental ownership.





Choosing a concept

After testing the three concepts it has to be decided which concept to continue with. This is done by using a method called “Selection Matrix”. The three concepts are evaluated by comparing how well they fulfil the guidelines and strategies that were brought out from the analysis.

One of the concepts will serve as reference and is given a neutral score of 0. If a concept is more attractive than the reference, with regard to the requirements it will receive a +. If it is approximately the same it gets a 0 and if less attractive than the reference concept it is given a -. Adding the score of each concept will provide an overview of which concept is most suitable.

It proved to be of some difficulties comparing the three concepts since they all have different target groups. This may have influenced on the result of comparing them towards the guidelines. The score of the guidelines are therefore considered of minor importance then the score in criteria of success. Any way the Beer Bank concept had the highest score (see selection matrix on the next page). But other facts have to be kept in mind like the story of buying beer from Viborg Bryghus and the educational point of view.

The story of buying a beer from Viborg Bryghus is about supporting the small local initiative and inviting the customer to

become part of the solidarity and local patriotism that is connected to the concept of this particular brewery. In this case the Beer Bank is the best choice. Small local initiatives like private hand brewers and brewer guilds are being supported and offered to become co-producer. None of the other concepts can offer this at the same level.

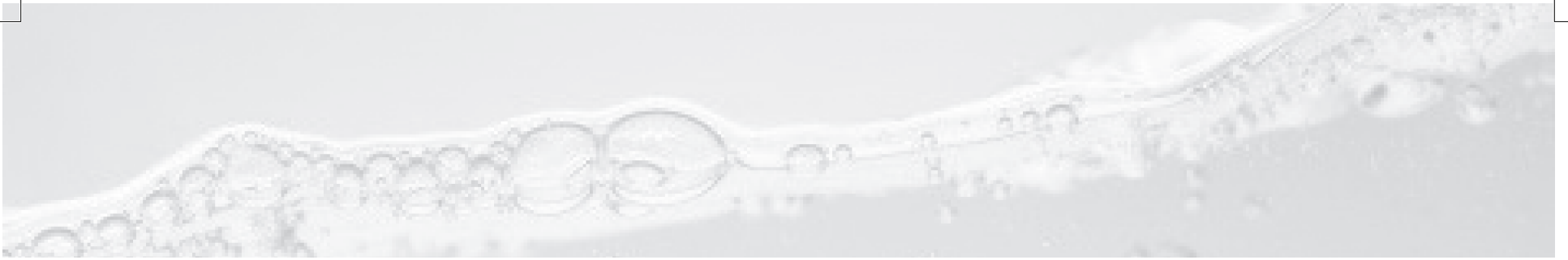
From Viborg Bryghus’ point of view all three concepts offer an interesting business strategy. There are some issues concerning the concept of music in Café Munken that have to be solved. The concept about special made beer and pizza is realizable but might change focus of the brewery. The concept of the beer bank will keep the focus on brewing beer and may be realized without much extra expense by reusing of the present premises and equipment, when the brewery is expanded and moved to larger premises.

From the educational point of view this concept offers some interesting perspectives towards value co-production and open source innovation that I would like to look further into.

Taking all this into consideration it will be the Beer Bank concept that is chosen for further development.

Selection Matrix

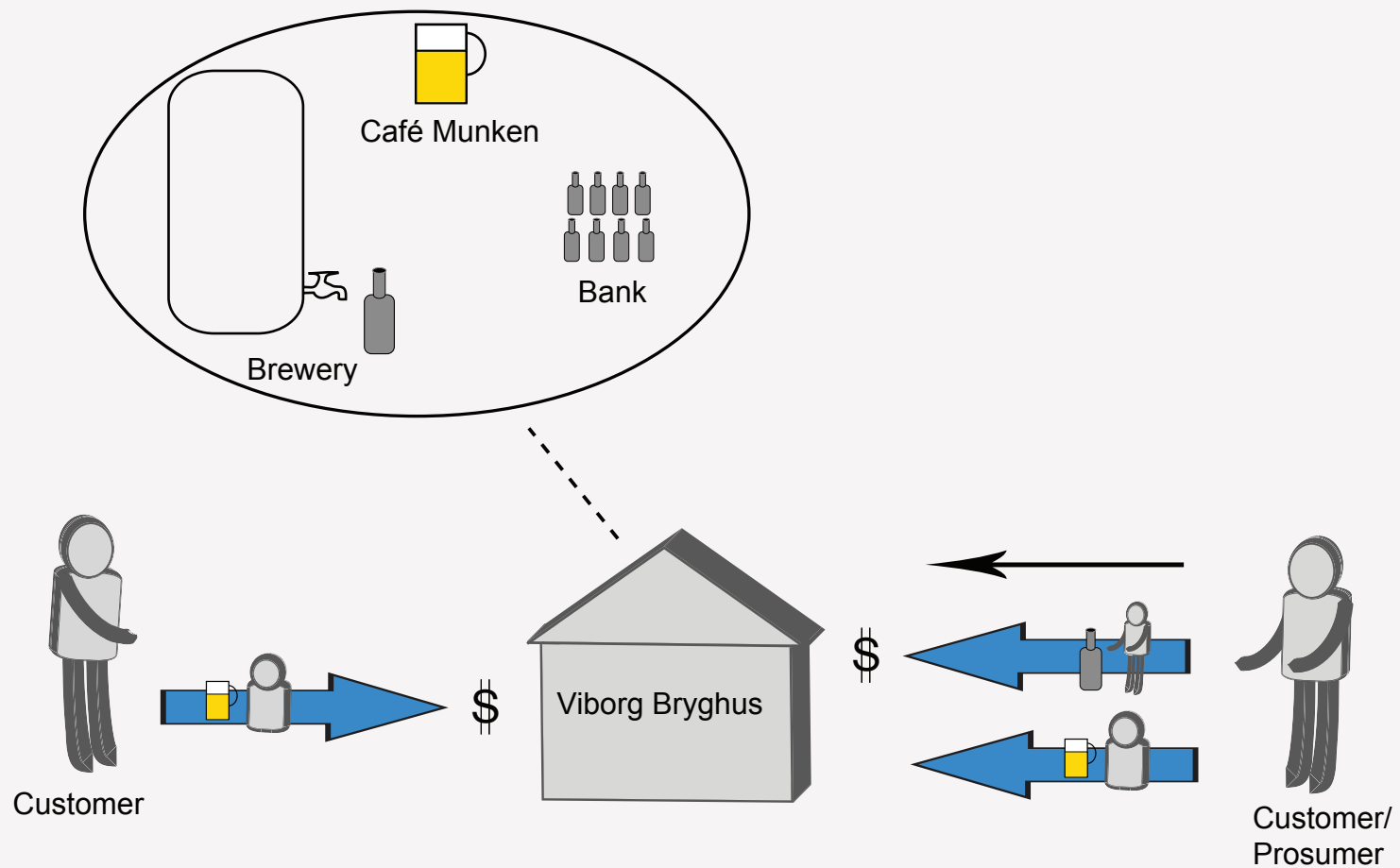
Needs and criteria of success (target group)	Music in Café Munken	Food and special made beer	Beer bank
- Stimulate the senses	0	0	+
- Get people in a better mood	0	-	0
- Present a story that touches the buyer's emotions.	0	-	0
- Involve surprises and new experiences	0	+	+
- Increase the feeling of "our" brewery.	0	0	+
- Increase the feeling of pride and solidarity	0	0	+
- Increase the support of the local brew.	0	0	+
- Focus on local initiative and support.	0	-	+
- Create loyalty towards Viborg Bryghus	0	+	+
- Include resources like free labour and the local newspapers	0	-	-
- Be an accompaniment to drinking beer	0	+	0
- It/they will increase and improve the level of communication between Viborg Bryghus and a specific target group of buyers	0	0	+
- It will be possible to implement it/them for a price that is realistic in relation to the budget of Viborg Bryghus	0	-	-
- It/they will strengthen Viborg Bryghus on the market for special made beer	0	+	+
- It/they will improve the sale and popularity of the special made beers of Viborg Bryghus in the local community	0	0	+
Result	0	- 1	+ 8

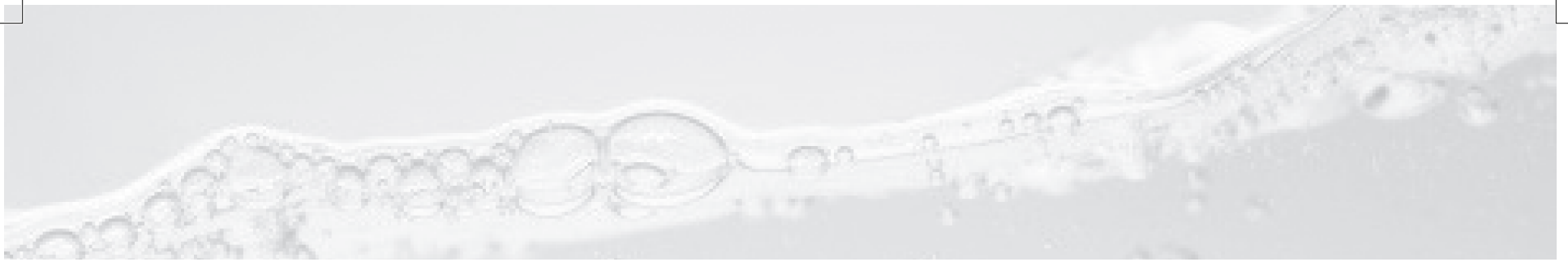


Phase 5 Closure



The Beer Bank





Reflection on the concept

Problem definition

The concept chosen is now tested to find out if it fulfils and answers the questions asked in the problem definition. The problem definition is:

“Who is a potential target group for Viborg Bryghus? What values and qualities are they looking for in a product? Why is special made beer interesting for them? Based on the previous text what new initiatives can help Viborg Bryghus increase the visibility of their products and services? This to become more desirable for a specific potential target group and thereby strengthen their position on the market.”

Target group

The primary target group of the beer bank is beer guilds and private hand brewers. Seeing them as individuals they are not a new target group since it is people already interested in special made beer. It is people who have knowledge of the micro breweries in Denmark and who understand and have some experience towards the process of brewing beer. They are probably already customers to Viborg Bryghus since they may feel solidarity towards Viborg Bryghus and the local brew. This group of people is looking for quality and a good experience in the products they buy and believe that self-made is well made.

This concept has a secondary target group being the ordinary customer that is going to buy the prosumer beer at Café Munken. This is the target group investigated in the research and analysis phase. It is people who like special made beer and who are interested in trying something new like a prosumer beer. Like the primary target group this group is looking for quality and a good experience in the products they buy. It is people who are willing to spent money on a quality product to spoil oneself Friday after work or after a shopping trip Saturday.

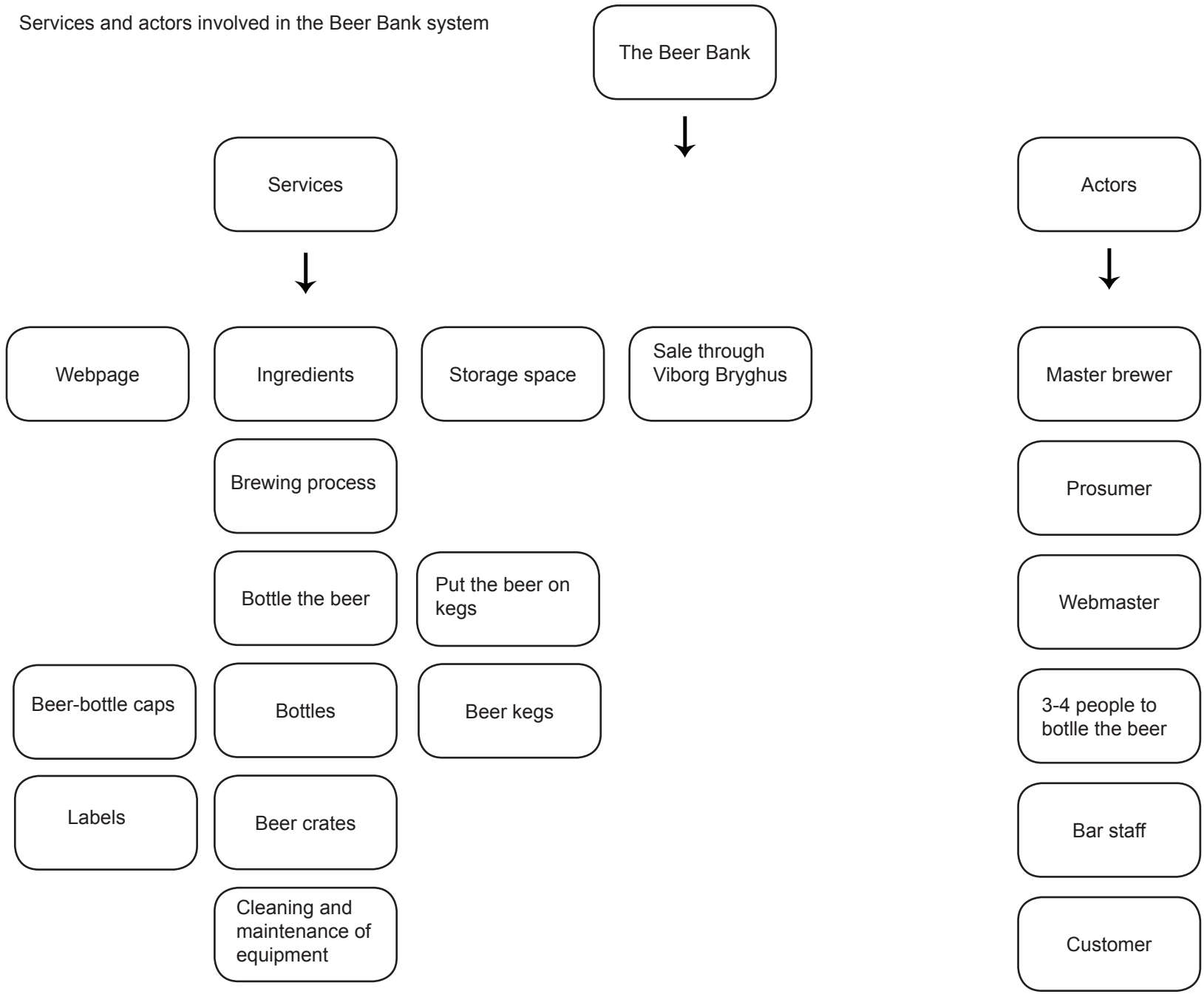
Context

The context and market of Viborg Bryghus is the primarily the local community. The Beer Bank concept may strengthen the local bond between citizens and brewery since Viborg Bryghus may become a brewery that literally will be producing and selling the local community's own beer. The concept will encourage the exchange of know-how that may result in better beer for the citizens of Viborg. By giving the prosumer a much more active role in the system than the ordinary customer it will increase the prosumer's feeling of mental ownership and encourage the local interest in special made beer. This may result in a larger sale of special made beer from Viborg Bryghus.

Viborg is a town where a business' network is very important. In the local business society they support each other and exchange



Services and actors involved in the Beer Bank system



favours. Voluntary work and helping each other is a common practise. There is a strong local patriotism and pride among the citizens. The grapevine secures a steady stream of gossip and the recommendation from a friend weighs a lot more than commercials on TV or an advert in the newspaper when you decide to try out a product.

Making a prosumer brewery of the present brewery will retain the atmosphere of brewing beer when the production is moved to larger premises. This may be important for continuing to run Café Munken since the special feature of this café is the connection to the brewery downstairs. Viborg Bryghus may keep the story of a small local initiative almost on amateur basis that needs the support of the local community, also when their own production has increased to become a cost-effective business.

Vision of Viborg Bryghus

The vision of Viborg Bryghus is to create a cost-effective business with primary sale in the local community and to produce five to six new beers a year. Producing this amount of new beers each year is a high risk since the success or failure falls back on Viborg Bryghus alone. If the concept is realized this economical risk will primarily be on the prosumer. Viborg Bryghus can still send their own test beer on the market too. But the selection of new beers each year can easily be the five to six that is part of the vision for Viborg Bryghus.

This concept may offer a solution to what might be seen as a contradiction in the vision between being a small local initiative experimenting with different kinds of beer with the cosy hobby atmosphere and being a successful cost-effective business producing beer of high quality.

Problem areas

The prosumer will have a high economic risk. It is a large amount of money that has to be invested in testing your own recipe. The cost of brewing your own beer will be 25 000 DKr and then extra services like renting storage space, cleaning the brewery, labels etc will increase the expense. For one person this is a large amount of money. But it might be possible to get friends and family who are also interested in brewing beer and special made beer to participate in the economic risk as well as the work.

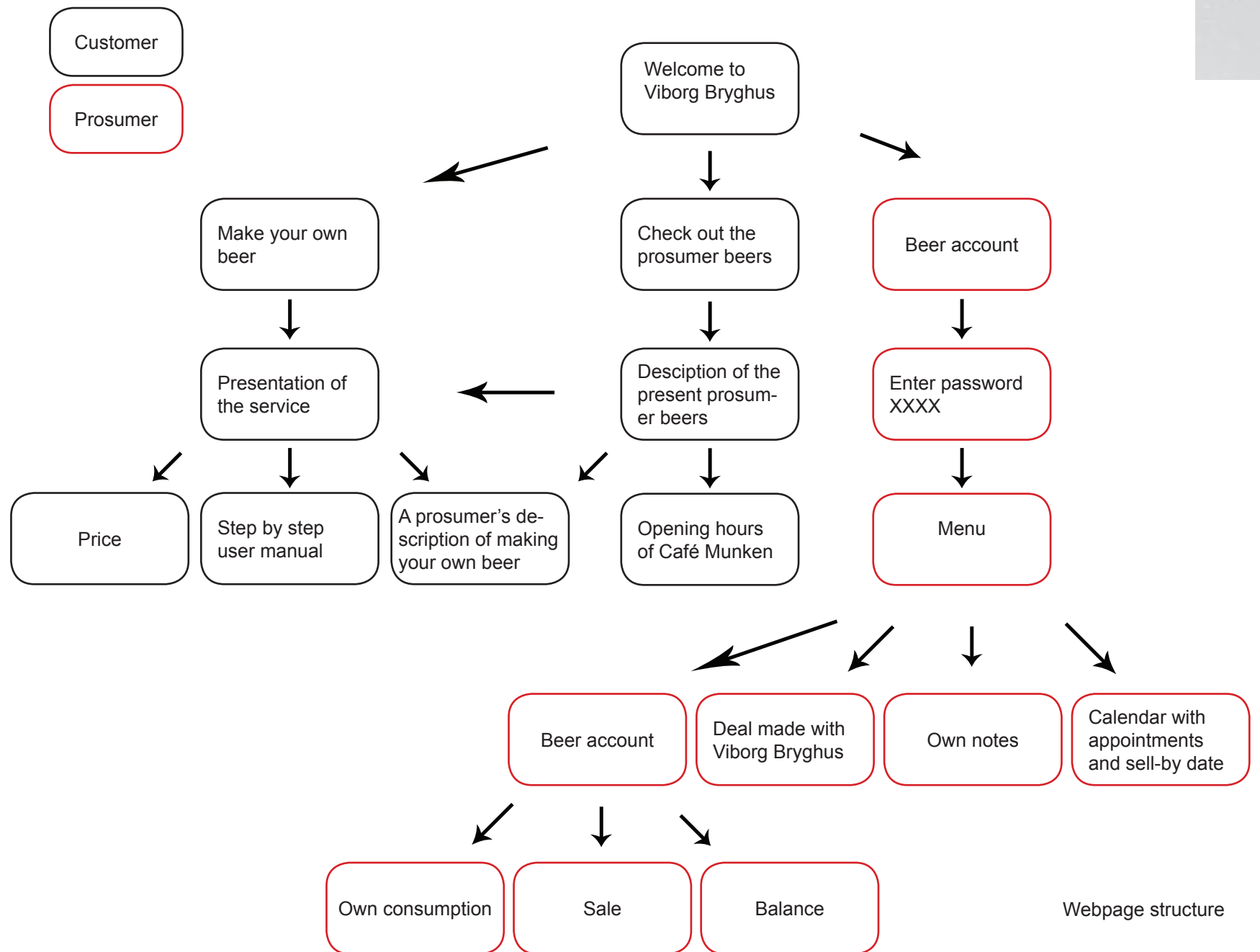
A problem may also be to bottle the beer when the prosumer is only one person. But the prosumer might get family and friends to help or an arrangement might be made with the volunteers at Viborg Bryghus to help out and in return get for instance four beers. This is the arrangement that they have with Viborg Bryghus at present time. Another idea is to put the beer on kegs instead.

Being a brewer guild with for instance 10 members the economic risk will decrease per person but it might make a new problem since the brewery is quite small and it may be difficult for ten persons to participate in the brewing at the same time. But since the process of brewing beer will take 8-10 hours at day 1 maybe the members of the brewer guild can do it by turns. Also when the beer is bottled it may be done by turns since three to five persons are optimum to handle this part of the process.

Criteria of success for the new initiatives

In the programme a list of criteria of success was shown. The concept has already been tested towards them in the selection matrix p. 121. But it is decided to look more into them and reflect on how they are fulfilled.

- It/they will increase and improve the level of communication between Viborg Bryghus and a specific target group of buyers.



Webpage structure

Making the customer a co-producer will increase and improve the level of communication and create better terms for feedback and customization.

- It will be possible to implement it/them for a price that is realistic in relation to the budget of Viborg Bryghus.
The concept does not demand an investment of special equipment. When the production is moved to larger premises and equipment for a larger production is bought the old equipment and premises are ready to be reused for realization of this concept.

The biggest investment will be in making a new webpage. It should contain the beer bank and give the prosumer possibility to enter his account by using a password. The structure of the new elements of the new webpage can be seen on p.

- It/they will strengthen Viborg Bryghus on the market for special made beer.
- It/they will improve the sale and popularity of the special made beers from Viborg Bryghus in the local community.

These two criteria are connected. The concept may strengthen Viborg Bryghus on the market since it will increase the local interest in special made beer. The brewery will literally produce the community's own beer and thereby encourage the local patriotism towards the town's own beer and the local brewery. This may result in an improvement in the sale and popularity of beer from Viborg Bryghus.

Theoretical reflection on concept

Seeing the concept as a system of value production each supplier, Viborg Bryghus, the distributors and the customer represents a value chain that together form a value system where each value chain is depending on and influences by each other.

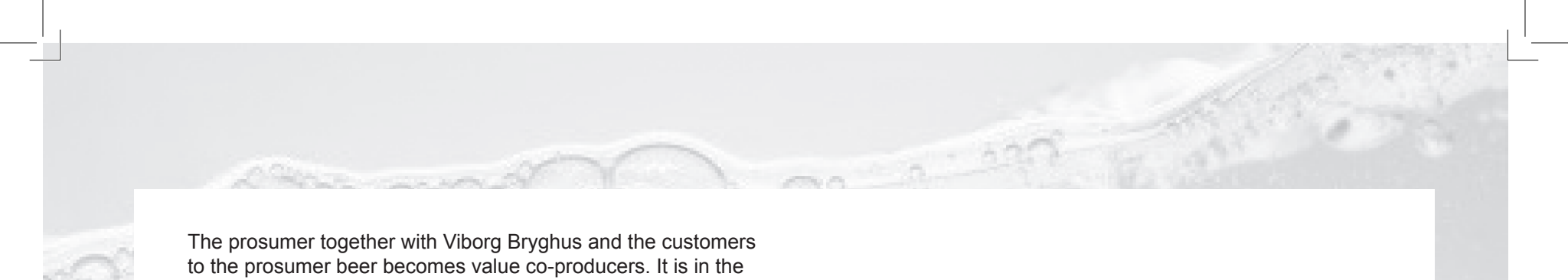
The following perspective is based on the industrial value production that is expressed in the value chain by Michael E. Porter.

The ordinary production of beer from Viborg Bryghus may be seen as a value system. The suppliers of equipment, ingredients, bottles, labels, beer-bottle caps, beer crates, beer kegs, advertisement, transportation and storage space have Viborg Bryghus as a customer and their value chains end here. The cost of the input from the suppliers adds economical value to the product, special made beer from Viborg Bryghus. The product now represents an economical value that Viborg Bryghus needs to get back from the final sale.

The process of producing the beer takes manpower, experience in brewing beer, rent for the premises and experience in marketing and sale. This adds further value to the product. The special made beer is now ready to be sold to the distributors. The total value of the product is the costs of producing and carrying out the activities together with a margin that represents the difference up to what the consumer is willing to pay for the product. A part of this value goes to the distributor who sells the beer to the consumer.

Here the value chain and the value system end. In the industrial value production the consumer is seen as destroying the value that the company has created for them.#44

But looking at the beer bank concept the customer has become a prosumer and is part of the value production. Once the product (producing your own beer) is sold to the customer it will still represent a value for Viborg Bryghus since services like storage of the prosumer beer, sale of the prosumer beer etc. will increase the final value. In this case the customer may not be seen as destroyer of the value but more as a value co-producer.



The prosumer together with Viborg Bryghus and the customers to the prosumer beer becomes value co-producers. It is in the interaction between the actors that the value is created or recreated. The value co-production does not give a linear process like the value chain but may be seen more like a three-dimensional process where the actors are sharing and exchanging services.#45

The process of sharing and exchanging in the relationship between Viborg Bryghus and the customer as co-producer may be seen as an opportunity to create open source innovation.

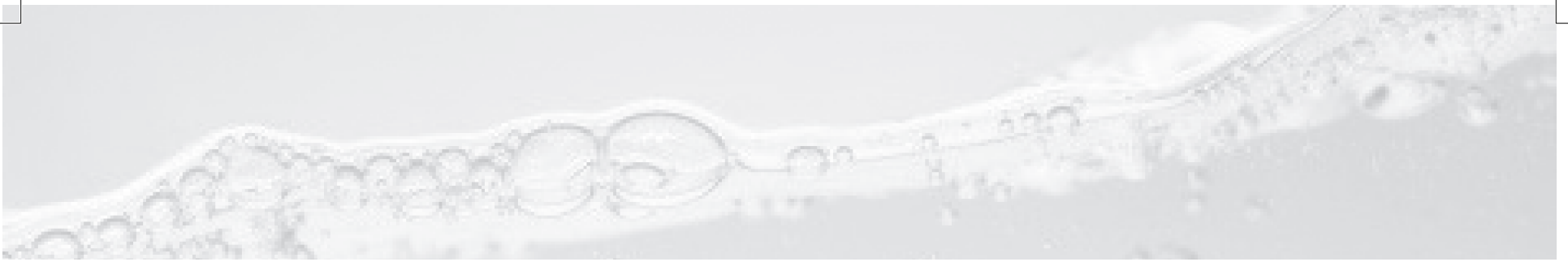
The open source innovation in special made beer already exists. In the local community a number of beer enthusiasts are experimenting with the process of making their own special made beer. For them the motivator is the pleasure of self-made being well made and the enjoyment of learning that drives the process of innovating.

They are often joined together in networks or brewer guilds where they benefit from each others' experiences and have access to equipment and premises for experimenting with recipes. This kind of associations increase the speed and effectiveness, of which the beer enthusiasts develop, test and diffuse their innovations.

When the beer enthusiast freely reveals what he has done it often occurs that others then improve or suggest improvements to the innovation, to mutual benefit. This may lead to the development of a commercially useful innovation of special made beer.

The concept of the beer bank gives Viborg Bryghus the opportunity to benefit from and participate in the innovation made in these beer associations.#46





Reflection on the process

The following text is a reflection on the changes made in the process in relation to the planning described in the programme.

The problem areas that were described in the programme p. 18 have been adjusted during the process. The problem definition has been fulfilled but the sub-problems turned out to be somewhat irrelevant for the concept created.

The problem with the webpage and through that the visibility towards potential customers may have influence on the concept. But making a new webpage has not been part of this project. It was one of the ideas that emerged through the idea creation, but for a project it was estimated to be too small an assignment. Therefore only the part of the webpage that concerns the concept has been treated in the solution.

It has been taking into consideration that Viborg Bryghus is running on a low budget. It was estimated that the brewery therefore cannot afford expensive advertisement. But since it later turned out that the brewery can benefit from free advertisement and an increased effort has been made in this area during the project, it has in a way solved itself.

The beer from Viborg Bryghus may still not stand out from the selection of special made beers in the stores. But it is estimated

that with the increased knowledge of Viborg Bryghus as a result of more advertisement, the effect of recognition will increase as well. This issue has not been investigated much since the sale in local stores has no influence on the concept because the prosumer beer will be sold in Café Munken only.

The choice of drinking beer from Viborg Bryghus has and is still primarily based on the local dedication. The concept is intended to increase the local dedication and thereby strengthen Viborg Bryghus on the local market.

It is difficult to get into the market of keg beer and again this has not been attempted to solve since the prosumer beer is only going to be sold in Café Munken.

In the subject matter p.22 and in the methods p. 24 the content of the market analysis has been adapted towards the knowledge gained during the process. It has been the local market for special made beer that has been most interesting in this project since it is the primary market for Viborg Bryghus.

It was estimated that the relation between what kind of beer people buy had very little to do with the webpages of the micro breweries and with the adverts for different kinds of special made beer since they have been almost nonexistent. Therefore there





was no basis for making a competition matrix.

The beers that the micro breweries offer are separated in different types and several micro breweries may offer the same type of beer that then differs a little in taste. To compare the micro breweries on their selection of beers and the taste to find out what separates them would have taken much more time than this project is estimated to. Taste in beer is besides individual from one customer to another.

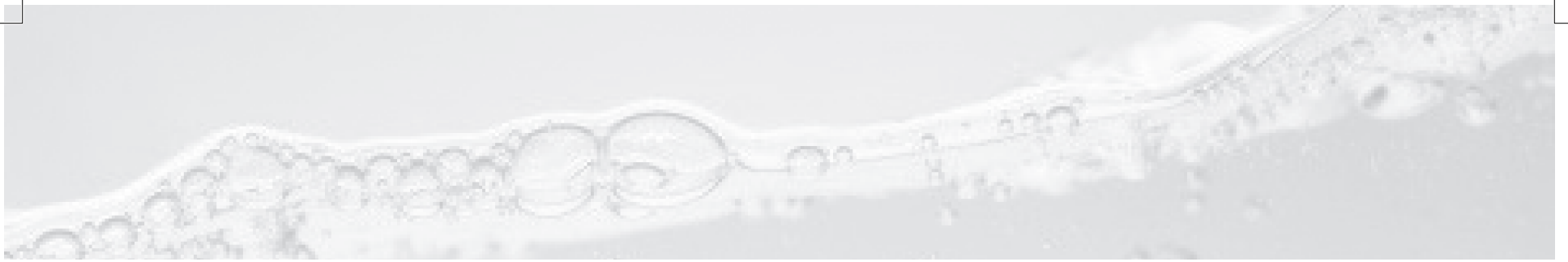
The best way to understand the limitation of the market and to determine the values of special made beer from Viborg Bryghus compared to other brands was estimated to be using a questionnaire and ask the users themselves.

There has not been made any research on however the concept could be realized in other parts of the country. But since the interest in special made beer covers the whole country and brewer guilds and micro breweries also can be found all over the country, it is estimated to be possible to realize the concept where a micro brewery is located together with a suitable amount of brewer guilds in the local community.

The subject of graphic design and web design has not been investigated in this project even though it concerns a sub-area of the concept. It is part of the development of the webpage and advertisement for the concept. It was the subject with lowest priority and has therefore been dropped in favour of other subjects.

Other methods have been chosen not to use or have been replaced as the benefit of each method had to be weight against the time issue.





Reference lists



Literature & Illustrations



Reference list of literature

Phase 1

Programme pp. 6-29

Viborg Bryghus pp. 12-17

- #1 - Interview with manager Hans Jørgen Poulsen and master brewer Henrik Graversen
- #2 - www.olakademiet.dk

Phase 2

Reserch & Analysis pp. 30-63

History pp. 31-37

- History of beer pp. 32-35
- #3 - Visit to Horsens Museum, exhibition: The history of beer - 2nd of July to 28th of October
- #4 - Bryggerne og de tre store udfordringer, Bryggerforeningen 1999
- #5 - www.olakademiet.dk/page.asp?pid=96&mid=4&sub=4&fid=

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- #6 - www.rotary-rosenholm.dk/7_01_tool/7_02_klub/7_02_04_brygger_bauers_grotter.pdf
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#17 - Meeting with some of the volunteers and participating in the work.

#18 - Viborg Nyt, Viborg Stifts Folkeblad

#19 - www.viborgbryghus.dk

#20 - Manager Hans Jørgen Poulsen and master brewer Henrik Graversen

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#21 - Questionnaire: Participants - the nightshift at Vestas Assembly A/S, employees at Grundfos A/S Aalestrup, family and friends

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Phase 3

Generating Ideas pp.70-77

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Phase 4

Concept Development pp. 78-121

3 concepts pp. 79-119

Music at Café Munken pp. 80-93

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#26 - www.paletten.dk

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#31 - www.tinghallen.dk

#32 - Jesper and www.medborgerhuset.dk

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#34 - www.eogs.dk/sw22189.asp

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Phase 5

Closure pp. 122-131

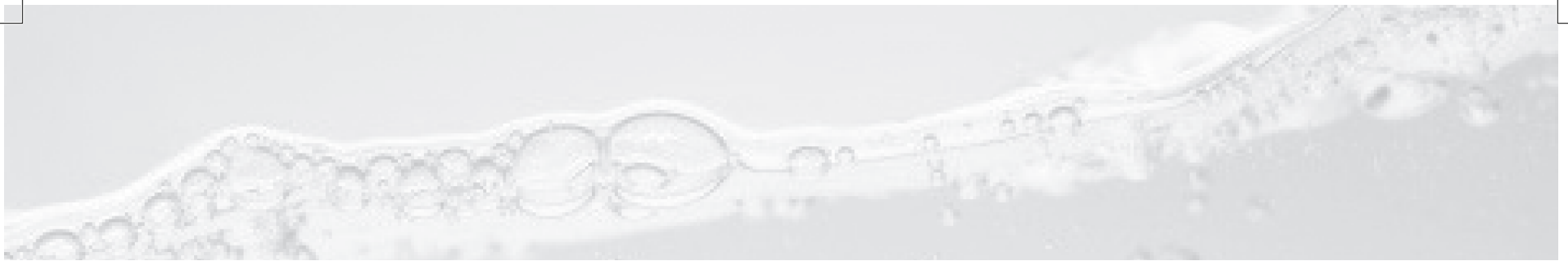
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Phase 1

Programme pp. 6-29

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Page 11: www.gettyimages.com
Page 12: Own picture
Page 13: Article about Viborg Bryghus, Viborg Nyt, September 5th, 2007
Page 14: Viborg Bryghus
Page 15: Viborg Bryghus and www.viborgbryghus.dk
Page 16: Henrik Graversen (master brewer, Viborg Bryghus)
Page 17: Own pictures
Page 19: Own pictures
Page 21: www.gettyimages.com
Page 23: www.gettyimages.com
Page 25: www.gettyimages.com
Page 27: www.gettyimages.com
Page 28: Own diagram

Phase 2

Research & Analysis pp. 30-67

Page 31: www.viborghistorie.dk

History

Page 32: Pictures taken at visit to Horsens Museum, exhibition: The history of beer - 2nd of July to 28th of October)
Page 33: Hops - www.nanobryg.dk
Pictures taken at visit to Horsens Museum, exhibition: The history of beer - 2nd of July to 28th of October)
Page 35: Pictures taken at visit to Horsens Museum, exhibition: The history of beer - 2nd of July to 28th of October)
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Page 37: www.viborghistorie.dk

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Page 47: www.gettyimages.com
Page 48: Own pictures
Page 49: Own diagram
Page 50: Own diagram
Page 51: Own diagram

Page 52: Background map - www.nysynet.dk/stribkort.htm

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Conclusion

Page 65: www.gettyimages.com

Phase 3

Generating Ideas pp. 68-77

Creative Process

Page 71: own picture

Page 75: www.gettyimages.com

Phase 4

Concept Development pp. 78-119

Music at Café Munken

Page 81: Own diagram

Page 82: Own diagram

Page 87: Background plan - Viborg Bryghus

Page 88: Own diagram

Page 89: Own diagram

Food and Special Made Beer

Page 95: Own diagram

Page 96: Own diagram

Page 99: Background plan - Viborg Bryghus

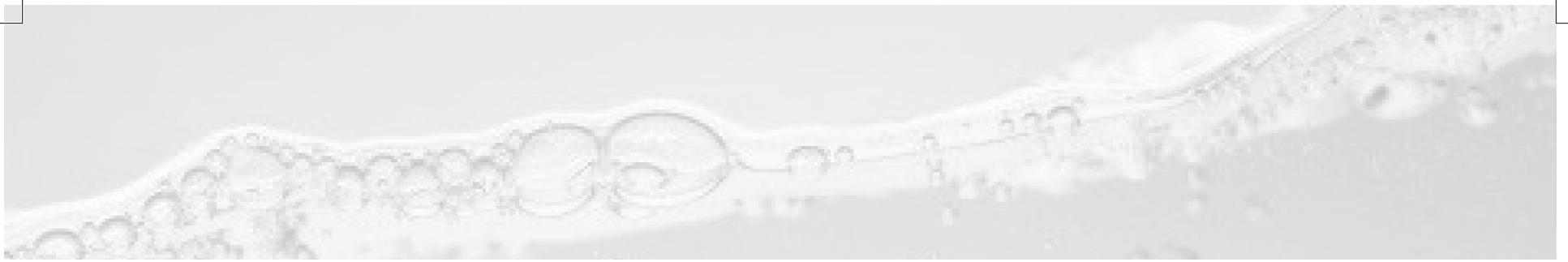
Page 101: Own diagram

The Beer Bank

Page 107: Own diagram

Page 108: Own diagram





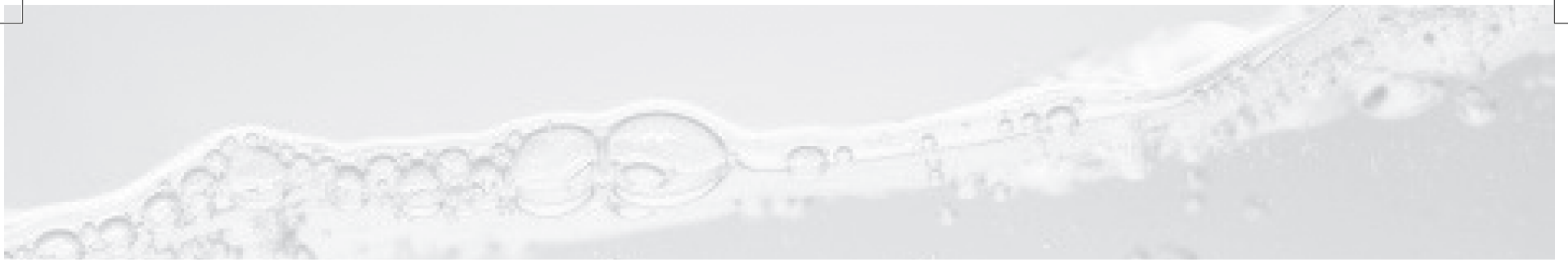
Project toolbox



Methods

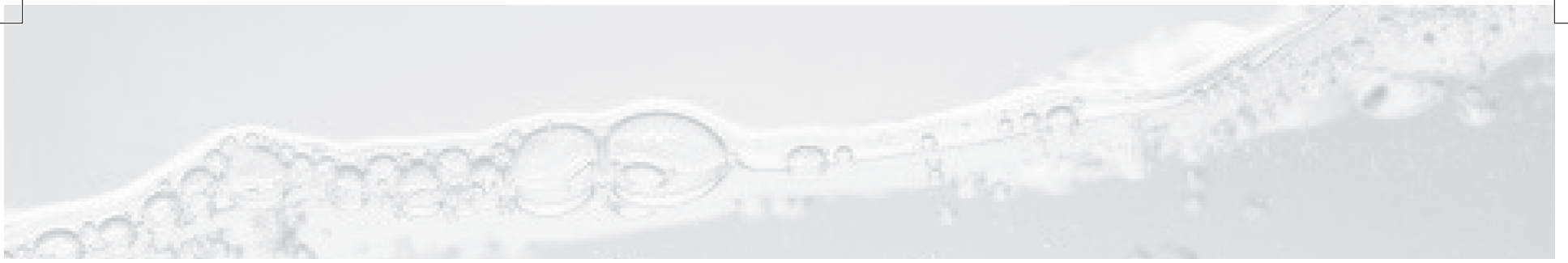
Tool box

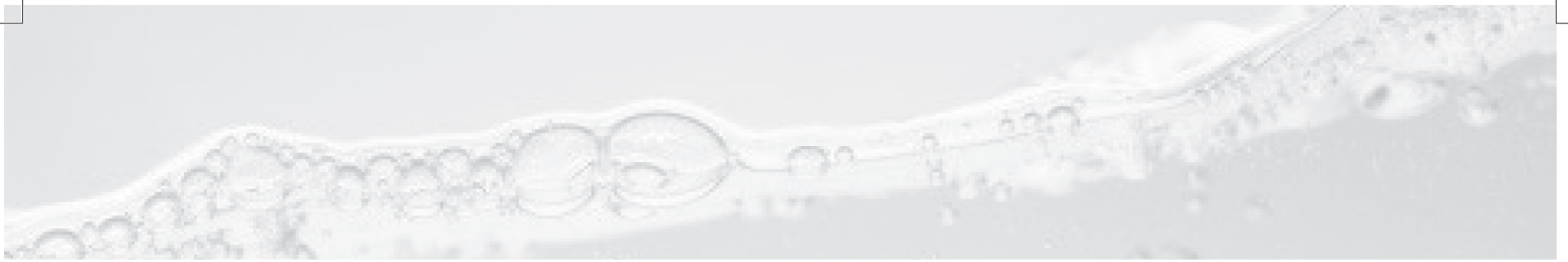
Methods	Interview	SWOT	
How	<p>Questions are prepared before the interview. They are separated according to subject to give a better flow in the conversation. The most important questions are: What..? How..? Why..?</p>	<p>You find the internal strengths and weaknesses and the external opportunities and threats in a business. By seeing them against each other new business strategies can be created.</p>	
Result	<p>This technique has been very useful in this project since a lot of information has been collected by interviewing people. Interviewing the actors involved has been used to test the concepts.</p>	<p>In this project I have used SWOT to find new business strategies for Viborg Bryghus. I also used a variation to find the consequences of implicating the three concepts in Viborg Bryghus.</p>	
Semester	<p>Interviews I have made before the university. But the structure and preparation for making an interview was learned on 9th semester.</p> <p>Lectures at SWERA05</p>	<p>SWOT was taught on 7th semester.</p> <p>Literature: Lene Sørensen and Victor Vidal, Strategi og planlægning som læreproces, Handelshøjskolens Forlag, 2003</p>	
Education	<p>This is a good technique to gain specific information on a subject. It may be the fastest way to get an answer to your questions. When designing for a specific target group it is vital to know what they are thinking.</p>	<p>The method is useful when analysing a company placed in a red ocean. It provides information of the company that can be used to develop new business initiative. I have always used the method in an abridge version with only the matrix since the method is intended for a company to do itself which means that my knowledge is limited in comparison.</p>	



Tool box

Methods	Scenario	Flow diagram	
How	<p>You describe a fictive story line from a specific perspective showing the actions made. It can be described by using text, drawings or a combination.</p>	<p>The flow of information, products, money etc. between the actors in a system is shown by using icons together with either arrows that show the flow between the actors or by using a matrix which describes the actions of each actor along the story line.</p>	
Result	<p>This method has been used to describe the three concepts made.</p>	<p>In this project I have used flow diagrams to communicate the three concepts made.</p>	
Semester	<p>This was introduced on the 7th semester</p>	<p>Flow diagrams was first used on the 7th semester.</p>	
Education	<p>This is a method to communicate your ideas to others in an easy and recognizable way. But making a scenario also helps you to think your concepts through in details. Scenarios can be used to make sure that the group have the same understanding of the story line in the concept. It can also be used as a problem scenario to point out problems in existing story lines.</p>	<p>The method is usefull when communicating a system. A flow diagram will provide an overview of the actors and the actions and flow in a system.</p>	





Appendix



Appendix I

- Adverts and Articles

05-09-2007 Article in Viborg Nyt

Viborg-øl er blandt landets bedste



Direktør for Viborg Bryghus, Hans Jørgen Poulsen (til venstre) og brygmester Henrik Graversen skåler i en Mageløs for det gode resultat.



Viborg-øllet Mageløs deltog i finale i København

■ KONKURRENCE

Dagbladet Børsen har haft udskrevet en konkurrence, hvor 100 Børsen-læsere skulle kåre den bedste øl fra danske mikrobryggerier.

Blandt deltagerne var øllet Mageløs fra Viborg Bryghus.

Det lykkedes ikke Mageløs at vinde, men blot det at komme i finalen var en præstation.

Mageløs blev blandt 38 forskellige øl valgt som en af de 10, der skulle deltage i finalen, der fandt sted i Tivoli i København i sidste uge.

Direktør for Viborg Bryghus, Hans Jørgen Poulsen og brygmester Henrik Graversen tog til

København for at overvære finalen.

Brygmesteren fortæller, at det kun blev offentliggjort, hvem der vandt konkurrencen, men han kunne forstå, at Mageløs havde fået en placering midt i feltet.

- Jeg er ikke sikker på, at alle 100 nåede at smage vores øl, men vi fik god respons fra de fagfolk, vi talte med, siger Henrik Graversen.

Brygmesteren tilføjer, at han har en »smadder god fornemmelse«, fordi Viborg Bryghus som et af landets yngste kunne være med i det fine selskab.

- Det fortæller mig, at vi er på rette spor, og at vi tilsyneladende gør noget rigtigt, siger Henrik Graversen.

Vinderen blev en øl fra bryggeriet Skands, der drives af Birthe Skands, som er tidligere brygmester på Carlsberg.

12-09-2007 Article in Viborg Nyt

Tredjeplads til Mageløs

■ KONKURRENCE

Som omtalt i sidste uge har øllet Mageløs fra Viborg deltaget i en konkurrence i Tivoli i København, hvortil 10 forskellige øl havde kvalificeret sig.

Det har ikke været muligt for Viborg Bryghus at få oplyst, hvilken placering man fik ved konkurrencen i Tivoli, hvor det var 100 Børsen-læsere, der bestemte, hvem der vandt.

Til gengæld fremgik det af en artikel i Børsen Weekend i fredags, at de ølkenedere, der ved en blindsmagning havde fundet frem til de 10 finalister, havde Viborg Bryghus Mageløs på en delt tredjeplads sammen med to andre bryggerier.

- Af artiklen fremgik det også, at dommerne overvejede at diskvalificere den øl, der fik flest stemmer, da det var en fadøl. Havde man gjort det, ville vores placering have været endnu bedre, siger direktør for Viborg Bryghus, Hans Jørgen Poulsen.

Han tilføjer, at den megen omtale af Mageløs har givet en ekstra efterspørgsel, og han forventer, at flere restauranter nu vil tage øllet på deres sortiment.

I weekenden havde bryghuset fem udsalgssteder i forbindelse med Viborg City International Maraton.

- Det gik så forrygende, at vi måtte sende brygmeisteren på overarbejde, siger Hans Jørgen Poulsen.

Sct Mogensgade holder fest

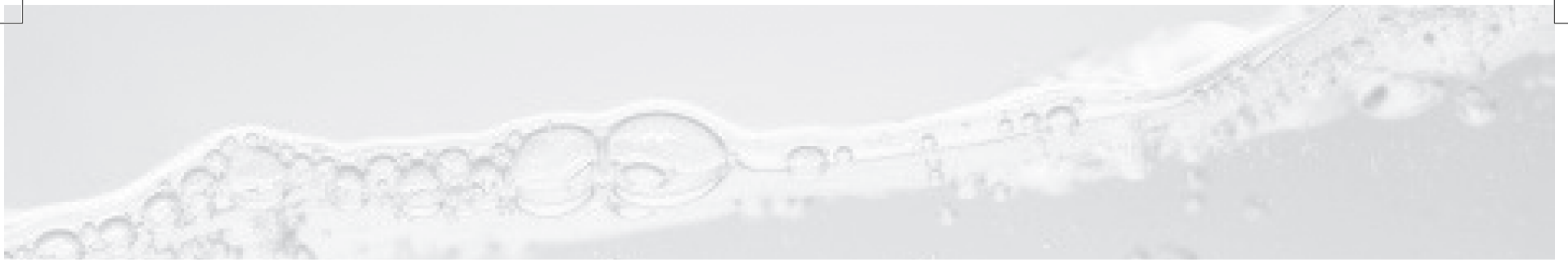
■ ARRANGEMENT

På lørdag har Sct. Mogensgadekvarterets beboerforening tilrettelagt et tre timer langt arrangement, hvor interesserede blandt andet får mulighed for at se den gennemgribende renovering af Kringlegården.

Herudover vil Niels Hagn-Meincke, der blandt andet har skrevet en bog om de gamle huse i Sct. Mogensgade vise rundt i Viborgs ældste gade.

- Det er første gang, vi holder et sådant arrangement, men hvis det bliver en succes, vil det utvivlsomt blive gentaget senere, siger formanden for gadeforeningen, Birthe Schmidt Lund.

Viborg Bryghus og Viborg Stifts Folkeblad er medarrangør. Det betyder blandt andet, at bryghuset vil udskænke smagsprøver, mens folkebladets chefredaktør Lars Norup medbringer friske lørdagsvaiser og serverer pølser.



15-09-2007 Article in Viborg Stifts Folkeblad

Viborg Bryghus lancerer ny øl

Øllen Navnløs 7A præsenteres i dag ved et gadearrangementet i Sct. Mogens Gade

VIBORG: Inden for det kommende år har Viborg Bryghus planer om at teste fire-fem nye øl.

- Det vil ske ved forskellige lokale arrangementer, hvor vi har mulighed for at få folkets bedømmelse, siger direktør for bryghuset, Hans Jørgen Poulsen.

Første testøl præsenteres ved det arrangement Sct. Mogens Gade afvikler i dag, lørdag, med start sidst på formiddagen.

- Vi udskænker små smagsprøver, som vi håber smager så godt, at interesserede vil købe en stor øl, siger Hans Jørgen Poulsen.

Navnet på testøllen er Navnløs 7A. Hans Jørgen Poulsen giver denne forklaring:

- Med vores populære Mageløs øl er vi jo begyndt at bruge vejnavne, og da Navnløs er en sidegade til Sct. Mogens Gade var det oplagt at bruge navnet. 7 står for 2007, og A for at det er den første testøl.

Bryggeridirektøren tilføjer, at hvis denne testøl eller andre kommende testøl falder i forbrugernes smag, vil de få et andet navn.

Sådan ser etiketten ud til Navnløs 7A-testøllen, som i dag præsenteres for første gang i Sct. Mogens Gade ved et gadearrangement sidst på formiddagen.

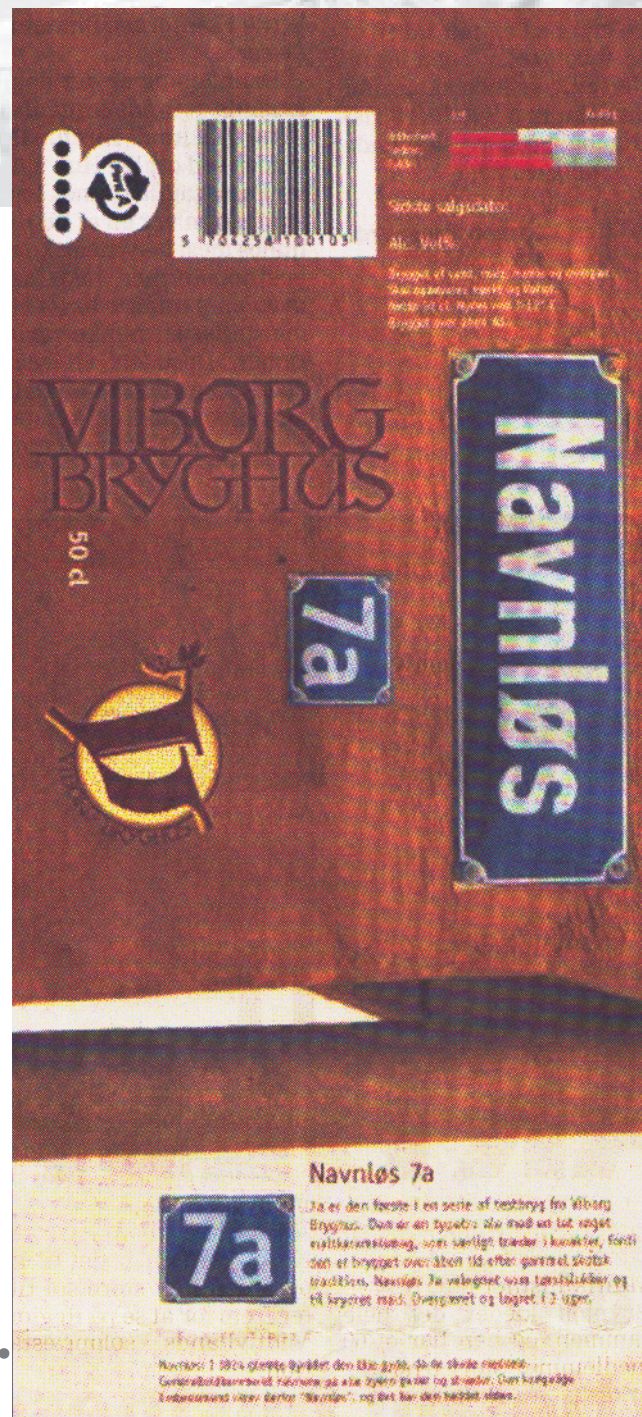
Mageløs er udsolgt

Med hensyn til Mageløs-øllet, der for nylig fik en flot placering i Børsens ølsmagningskonkurrence, kan fortælles, at den er så populær, at der blev solgt så meget fadøl til Viborg City International Marathon, at fadøllet for tiden er udsolgt.

- Der er fortsat masser af flaskeøl til salg ude i butikkerne, og Mageløs fadøl

kommer først i handlen igen til oktober, siger Hans Jørgen Poulsen.

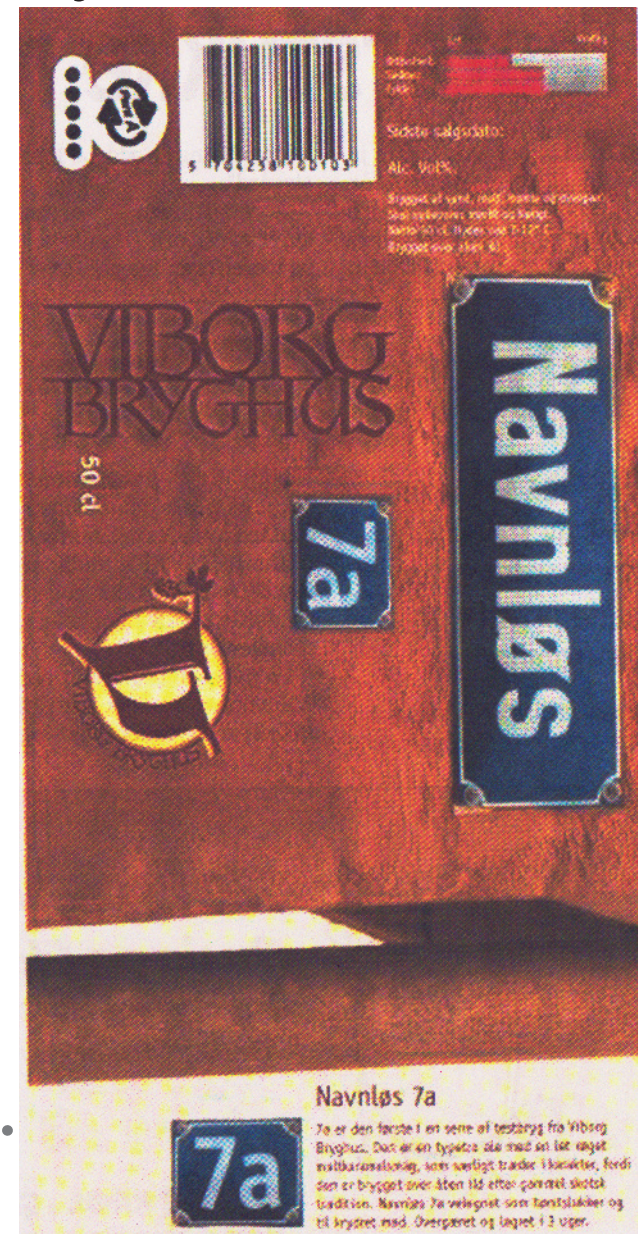
Af Søren Brogaard
sbro@bergske.dk



19-09-2007 Article in Viborg Nyt

Ny øl fra Viborg Bryghus

Sådan ser etiketten ud til Navnløs 7A-testøllen, som i lørdags blev præsenteret for første gang ved Sct. Mogens Gade-arrangementet.



Øllen Navnløs 7A blev præsenteret i lørdags ved gadearrangementet i Sct. Mogens Gade

■ **VELLYKKET:** Inden for det kommende år har Viborg Bryghus planer om at teste fire-fem nye øl.

- Det vil ske ved forskellige lokale arrangementer, hvor vi har mulighed for at få folkets bedømmelse, siger direktør for bryghuset, Hans Jørgen Poulsen.

Første testøl blev præsenteret ved det arrangement Sct. Mogens Gade afviklede i lørdags med blandt andet rundvisning i Viborgs ældste gade.

Ud over at publikum kunne smage den nye øl, uddelte chefredaktør Lars Norup, Viborg Stifts Folkeblad, røde pølser og en frisk lørdagsavis. Endvidere havde chefredaktøren medbragt prøver på, hvordan folkebladets nye avis i tabloidformat kommer



Arrangementet i Sct. Mogens Gade blev et tilløbsstykke.

til at se ud. Avisen udkommer første gang torsdag den 4. oktober. Gadearrangementet blev et tilløbsstykke, og mange gik med Niels Hagn-Meincke på gaderundvisning.

Med hensyn til testøllen fra Viborg Bryghus og navnet Navnløs 7A, giver bryggeridirektør Hans Jørgen Poulsen denne forklaring:

- Med vores populære Mageløs øl er vi jo begyndt at bruge vejnavne, og da Navnløs er en sidegade til Sct. Mogens Gade var det oplagt at bruge navnet. 7 står for 2007,



Chefredaktør Lars Norup, Viborg Stifts Folkeblad (til venstre) og salgsdirektør Preben Engbæk, Midtjyske Medier, uddelte røde pølser og friske lørdagaviser.

og A for at det er den første testøl.

Bryggeridirektøren tilføjer, at hvis denne testøl eller andre kommende testøl falder i forbrugernes smag, vil de få et andet navn.

Med hensyn til Mageløsøllet, der for nylig fik en flot placering i Børsens ølsmagningskonkurrence, kan fortæles, at den er så populær, at der blev solgt så meget fadøl til Viborg City Interna-

tional Marathon, at fadøllet for tiden er udsolgt.

- Der er fortsat masser af flaskeøl til salg ude i butikkerne, men Mageløs fadøl kommer først i handlen igen til oktober, siger Hans Jørgen Poulsen.



Direktør Hans Jørgen Poulsen, Viborg Bryghus, udskænkede

22-09-2007 Article in Viborg Stifts Folkeblad

Bryghus med et ventet underskud

Optimisme i Viborg Bryghus trods udsigten til et millionunderskud i 2007. Mageløs Pilsner fik en flot 3. plads ved landsdækkende øltest

VIBORG: Halvårsregnskabet fra Viborg Bryghus viser et underskud på 646.000 kroner, og for hele året ventes de røde tal at vokse til godt en million kroner. Selskabets egenkapital vil dog fortsat være positiv og solid.

Det er der dog intet overraskende i, da de kedelige tal blev varslet allerede tidligere på året. I forbindelse med generalforsamlingen blev hele bestyrelsen udskiftet med erfarne og driftsorienterede erhvervsfolk, og samtidig tiltrådte Hans Jørgen Poulsen som direktør.

- Vi har siden maj været igennem en analyse og har sat gang i forskellige initiativer. Vi forventer det med tiden vil danne base for et



Viborg Bryghus bruger sjove gadenavne fra byen til forskellige øl. Navnløs er til en periode-øl, som sammen med de øvrige produkter skal være med til at vende underskud til balance i mikrobryggeriet. Arkivfoto.

selskab i fornuftig drift og økonomisk balance. På lige fod med landets øvrige mikrobryggerier er vi i en situation, hvor det er en stor udfordring at skabe balance mellem indtægter og udgifter. Vi er derfor meget afhængige af en fortsat stor opbakning fra lokalområdet, siger formand Peter Damkjer.

Optimismen i Viborg Bryghus er dog bevaret, og den styrkes af, at der er en positiv udvikling i salget af »byens øl«.

- Bortset fra juli, hvor sommerferien begrænser afsætningen, sættes der nye omsætningsrekorder måned for måned, mens de øvrige nøgletal holdes stabilt. Det giver os en tro på, at vi ved udgangen af 2008 kan præsentere selskabets

anpartshavere for en virksomhed i økonomisk balance, siger Peter Damkjer.

Viborg Bryghus har på det seneste høstet stor anerkendelse for sit gode øl. Kronen på værket kom i forbindelse med en stor øltest i Børsen her i september. Mageløs Pilsner endt på en fornem 3. plads.

Seneste tiltag er brygning af forskellige periode-øl med fællesnavnet Navnløs, efter en af de gamle gader i det stemningsfulde latinerkvarter. Det første eksempel havde verdenspremiere i forbindelse med åben gård i Kringlegården i Sct. Mogens Gade, til de fremmødtes udelte begejstring.

Af Louis Schmidt-Lund
schm@bergske.dk

02-10-2007 Advertisement in Viborg Nyt

VIBORG BRYGHUS

Viborg Bryg frisk fra fad

Server håndbrygget kvalitets-
fadøl fra Viborg Bryghus til
receptioner, åbent hus,
firmafester, gadefester,
fødselsdage og meget mere.

Kontakt Viborg Bryghus for
nærmere information på
telefon 4693 8800 eller
mail@viborgbryghus.dk



Alle Viborg Bryghus
ølvarianter fås
som fadøl.

10-10-2007 Advertisement in Viborg Nyt

The advertisement features a row of six beer bottles on the left and a large bottle of Savanha Merlot wine on the right. The beer bottles are labeled: 'Scottish Ale', 'Imperial Stout', 'Pilsner', 'Magala', 'Viborg Socken', and 'Porten'. The wine bottle is labeled 'SAVANHA' and 'MERLOT'. A green circular badge on the wine bottle says 'Under 1/2 pris'. A green rectangular badge below it says '6 flasker' and '159,-'. Below that, a dark purple badge says 'SPAR 170,70'. A yellow oval badge in the center says 'DEMO fredag 12/10 kl. 15-18 Kom og smag de forsk. varianter'. A dark green badge on the left says '3 stk' and '100,-'. At the bottom, a dark red banner contains the store name 'Super Brugsen Houlkær' and contact information.

Øl fra Viborg Bryghus
0,5 ltr.
Frit valg + pant

DEMO
fredag 12/10
kl. 15-18
Kom og smag de
forsk. varianter

3 stk
100,-

Under 1/2 pris

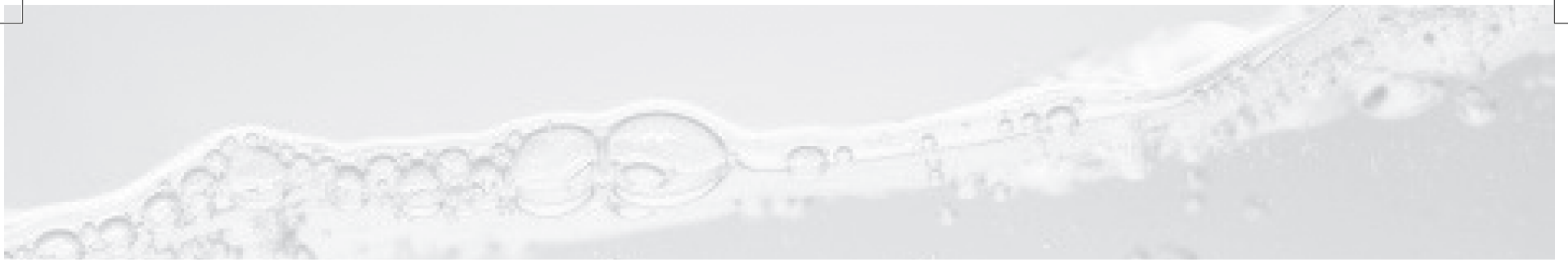
6 flasker
159,-
SPAR 170,70

Savanha
Cabernet
Sauvignon, Merlot
eller Chardonnay,
Western Cape,
Sydafrika
6 x 75 cl
litr-pris 35,33
Frit valg

SAVANHA
SOUTH AFRICA
MERLOT
TERN

Super Brugsen Houlkær
Houlkærcentret - tlf.: 86 67 20 77 . Slagter: Tlf. 86 67 23 61
Åbningstider:
Mandag-fredag 9.00-20.00
Lørdag 8.30-17.00
1. søndag i hver måned 10.00-16.00

Vi har egen slagter,
posthus og apotekerudsalg



20-10-2007 Article in Viborg Stifts Folkeblad

Fadøl for frivillige

Hver fredag og lørdag serverer **frivillige** fadøl på førstesalen over **Viborg Bryghus**, og de vil gerne være flere.

Af **Anne Domino**
domi@bergske.dk

VIBORG: »Goddag og velkommen på Viborg Bryghus. Hvad kunne I tænke jer at smage på«, lyder det høfligt fra Peder Viborg, frivillig i Café Munken på førstesalen over Viborg Bryghus.

Eftermiddagens første gæster er ankommet til Munken, og de får både en grundig indføring i bryggeriets seks forskellige øl-typer, et stort smil, en portion peanuts og hver sin store fadøl med sig ned til et bord.

Peder Viborg sidder til daglig på kontor i Region Viborg, men et par fredage eller lørdage om måneden står han bag baren i Munken. Ganske frivilligt.

»Det er sjovt, og man bliver bidt af det. Man lærer nye folk at kende, og det er noget helt andet end det, jeg laver til daglig. Og så vil jeg gerne hjælpe bryggeriet med at komme godt i gang,« siger han.

Kvinder velkomne

Sådan er der 27 mennesker i Bryggeriforeningen, der er støtteforening for Viborg Bryghus, der tænker.

Derfor har de meldt sig under fanerne - eller skulle man sige hanerne? - som frivillige fadølsudskænkere.

27 er mange, men forenin-

gens formand, Bent Kjærgaard Hansen, så gerne, at der blev endnu flere frivillige hænder om arbejdet i Munken.

»Det ville især være rart med nogle flere damer. De ser ting, som mænd ikke ser. De sørger for, at lysene på bordene bliver tændt, og at blomsterne bliver vandet. De giver lige det sidste pift,« mener formanden.

Denne fredags vagthold, Peder Viborg og Niels J. Hansen, har nu husket at tænde fyrfadslsene på bordene.

De har også iklædt sig ens grønne forklæder. Onesize, oplyser Bent Kjærgaard Hansen.

»Men nogle af de frivillige kan kun binde dem på ryggen, mens andre er så tynde, at de kan krydse dem på ryggen og binde dem foran på

maven«.

Der er med andre ord plads til alle i det frivillige korps. Og man skal egentlig ikke kunne noget særligt.

»Man skal bare være et almindeligt og venligt gemyt. Alt det andet kan man lære fra den ene dag til den anden,« lover Bent Kjærgaard Hansen.

En velskænket øl

Det sidste handler mest om, hvordan man skænker en fadøl med en tilpas mængde skum.

Ikke for meget og ikke for lidt. Men som frivillig får man da heldigvis lov at øve sig lidt.

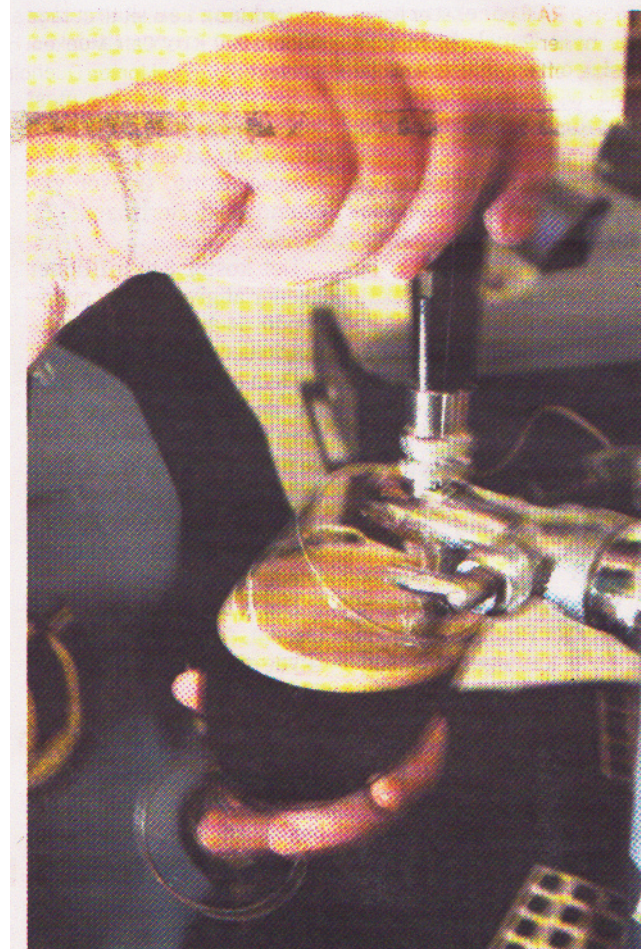
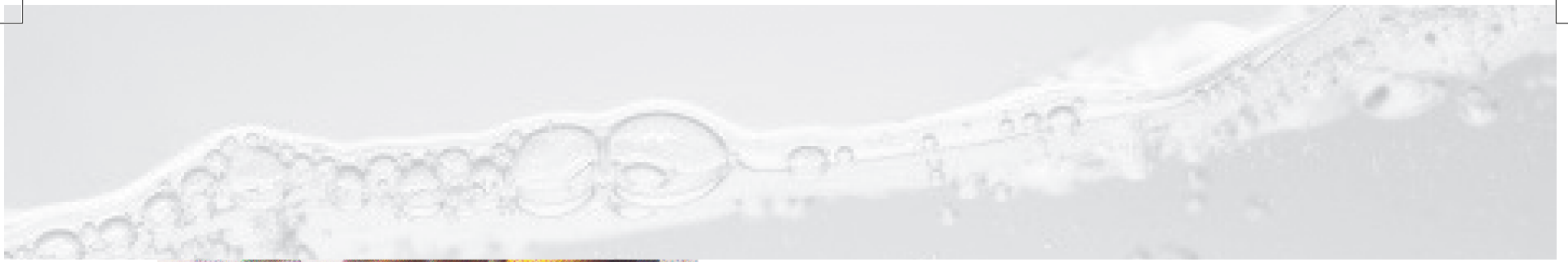
»Og de fadøl, som ikke er perfekte under træningen, de bliver selvfølgelig hældt ud i vasken,« indskyder

Niels J. Hansen med et engleagtigt udtryk i ansigtet.

Men selvfølgelig får man som frivillig i Munken i Viborg Bryghus lov til at smage på sagerne.

Dog først efter lukketid.

Munken er åben tre timer hver fredag eftermiddag og tre timer lørdag ved middagstid.



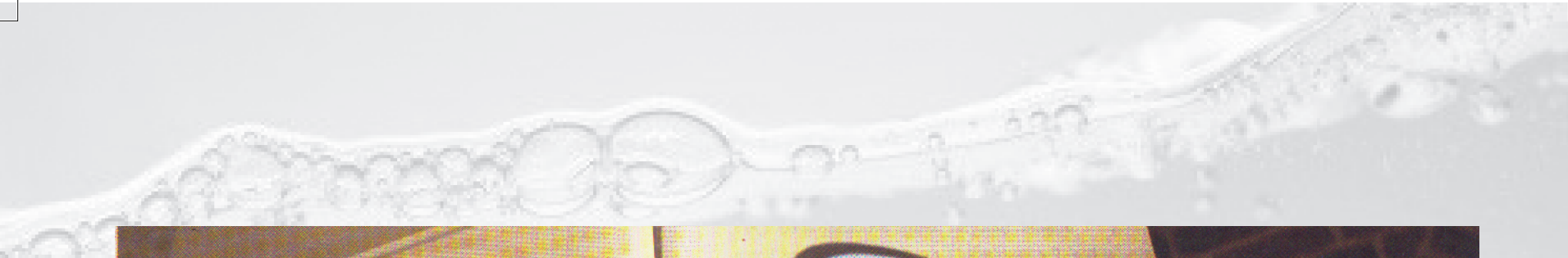
PERFEKT SKUM. Ikke for meget og ikke for lidt. Hemmeligheden er at »tilsætte« skummet, allerede når ølglasset er halvt fuldt. Ellers går det galt.





20-10-2007 Picture to article in Viborg Stifts Folkeblad

FRISK FRA FAD. »Det er lidt af en udfordring at få øllet til at tage sig godt ud,« mener Peder Viborg, frivillig i Viborg Bryghus' Café Munken. Han mestrer efterhånden teknikken til perfektion. Foto: Morten Dueholm.



07-11-2007 Article in Viborg Nyt

Julebocken frigives på fredag

■ **JULEØL:** På fredag frigiver Viborg Bryghus sin juleøl, Julebocken.

»Denne fredag holder vi som sædvanligt åbent i Cafe Munken, men vi udvider åbningstiden til klokken 24. Fra klokken 20 bliver der åbnet for fadølshanerne med juleøl, og to timer senere vil Julebocken være til salg på Latinerly,« oplyser direktør

for Viborg Bryghus, Hans Jørgen Poulsen.

Sidste år blev Julebocken revet væk, så i år har bryghuset produceret dobbelt så meget juleøl, i alt ca. 15.000 halv liters flasker, fortæller Hans Jørgen Poulsen.

Julebocken, der har en alkoholprocent på 7,5, vil fra mandag være til salg ude hos detailforhandlerne.

22-11-2007

Advertisement in Vi-
borg Stifts Folkeblad

Hver fredag helt til kl. 23

... er der åbent
i Viborg Bryghus
egen bryggerstue
"Munken".

Åbningstider
16. november - 29. december
Fredag kl. 15.00 - 23.00
Lørdag kl. 11.00 - 14.00

The advertisement features a central image of a beer bottle labeled "Julebryg" and "Bryghus Viborg". A gold medal hangs from the top, inscribed "Årets JULEBRYG 2007". The bottle is surrounded by festive decorations, including a purple ornament and a small pine branch. At the bottom, a stylized map shows the location of the brewery at the intersection of Vestergade, Sct. Mathias Gade, and Kirke Str. A row of six different beer bottles is shown at the bottom right.

VIBORG BRYGHUS

Avisen
EFTERÅR 2007

Øl binder os sammen

Side 2

Mageløs – en succeshistorie

Side 4

Jule Bocken frigives 9. november

Side 6

Mange frivillige

Side 8

Viborg-øl smager godt

Side 10

Frisk fra fad

Side 12

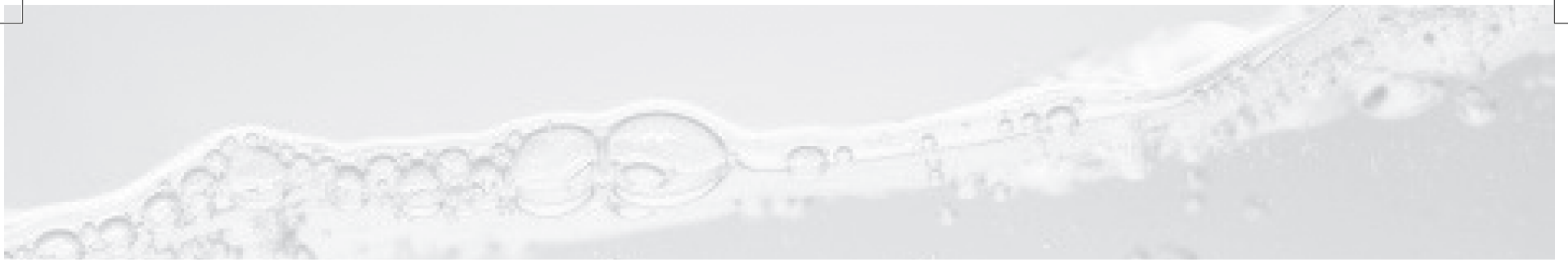
Brygmesteren

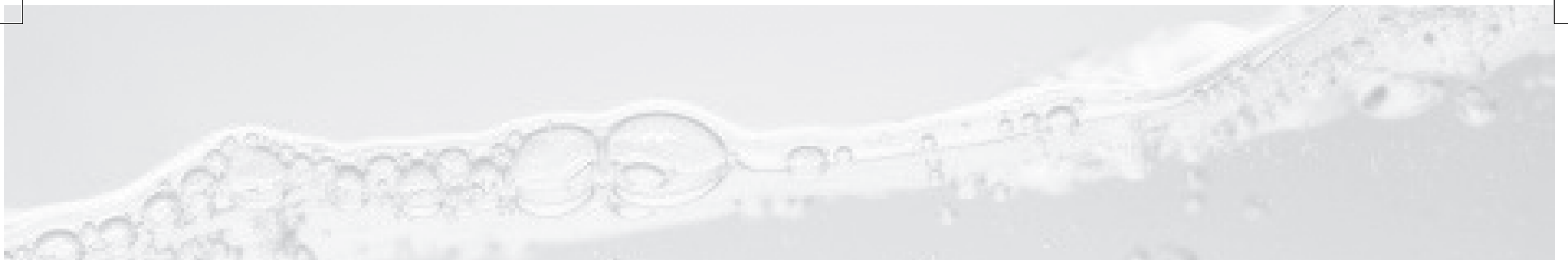
Side 14

Skaberen



The contents of the newspaper can be seen at the CD





Appendix II

- Questionnaire

Spørgeskema om øl

Benyt gerne bagsiden hvis du ønsker at uddybe nogle af dine svar eller har kommentarer i øvrigt

Køn

Kvinde_____

Mand_____

Alder_____

Uddannelse_____

1. Hvilke typer alkohol drikker du?_____

2. Hvad vælger du alkoholtype ud fra?_____

3. Hvor tit drikker du øl frem for andre typer alkohol såsom vin? _____

Hvis sjældent, hvorfor ikke og hvad kunne få dig til at drikke mere øl? _____

4. Hvilken type/mærke øl drikker du?_____

5. Hvor køber du øl?_____

6. I hvilken sammenhæng og sammen med hvem drikker du øl?

7. Spiser du noget til? Hører der en bestemt type mad eller snack til et glas øl? _____

8. Hvorfor drikker du øl? Hvilke værdier forbinder du med øl? _____

9. Hvordan udvælger du hvilken type/mærke af øl, du vil drikke? _____

10. Har årstiden eller bestemte begivenheder indflydelse på dit ølvalg? _____

11. Hvilke gode oplevelser forbinder du med øldrikning? _____

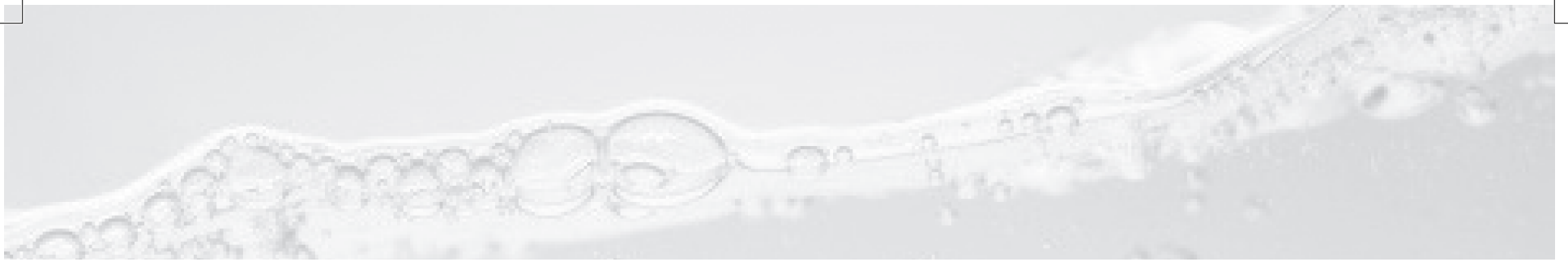
12. Hvad kender du til Viborg Bryghus? _____

13. Hvad synes du om deres produkter? _____

14. Hvilke værdier synes du Viborg Bryghus står for? _____

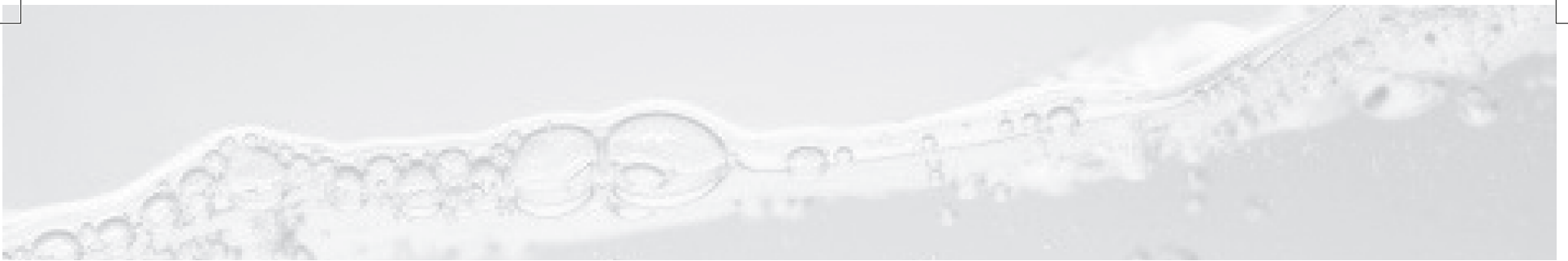
Tak for din hjælp. Dine bevarer vil blive brugt i forbindelse med mit speciale på Aalborg Universitet om Viborg Bryghus.





Appendix III

- Association technique



Association technique

This technique is a creative process to generate ideas. It consists of four phases:

1. Association chain - where you make a chain of words with no relation to the project
2. Focusing - where the most idea generating focus area is picked
3. Idea generation - where each word is combined with the focus area chosen
4. Specification - where the ideas is attempted to be made more specific

The result of this technique is specific ideas from which three will be chosen for further development based on the values, guidelines and strategies listed earlier.

1. Association chain: Fur – animals – zoo – ice – snow – mittens – knitting needles – grandma – Christmas Eve – present – surprise – atmosphere – candles – fire – food – pizza – friends – get-together - music – instrument – money - bank – vending machine – candy – caramel – teeth
2. Focusing: Based on the problem definition and the theory of blue ocean strategy the following focus area has been chosen: How can I increase the visibility of Viborg Bryghus, their products and services and make

it more desirable for the target group and thereby create a blue ocean

3. Idea generation:
 - Fur – New kind of packing that makes the special made beer from Viborg Bryghus stand out
 - Animals – Buy a beer and support the work of helping the tiger to avoid extinction - support local events or sports teams
 - Zoo – Make a mascot for Viborg bryghus (a beer hound)
 - Ice – A new kind of cooler for the beer in the stores
 - Snow – A new kind of beer that can be drunk hot – like gløgg
 - Mittens – A package that gives the bottles the right temperature
 - Knitting needles – Arrangements or competitions at Café Munken
 - Grandma – Make a smaller bottle for one person only (egoist beer) or make demo package with smaller bottles (20 cl) that allow people to buy all 6 permanent beers and find out which they prefer
 - Christmas Eve - Cheap Christmas beer in Café Munken the first weekend in December or Christmas party at Café Munken or cooperate with catering company
 - Present – Make a package with two beers and some snack

- Surprise – Make new fancy tastes like caramel or strawberry
- Atmosphere – Give Café Munken a theme to create more atmosphere
- Candles – Leave a trail of breadcrumbs or candlelight to follow to the Café Munken or make beer odour candles that will make people long for a beer
- Fire –
- Food – Cooperate with a cook to find easy made Danish dishes that can be combined with the different kinds of special made beer from Viborg Bryghus
- Pizza – Buy pizza and Viborg beer in the local pizzeria
- Friends – Make a day where the volunteers bring a friend for beer tasting or make a place where you can go with your friends and have fun
- Get-together – Special arrangements like competitions for companies – Win a guided tour in Viborg Bryghus with beer tasting and the rye loaf with cold meet and cheese – why do your work place deserve to win this competition – increase the knowledge of Viborg Bryghus
- Music – Make live music at Café Munken
- Instrument – Get some volunteers to come and play
- Money – Sell the present furniture on an auction to raise money for new ones
- Bank – Make a beer account of your own beer
- Vending machine – Info about special made beer from Viborg Bryghus or you put in your MasterCard and a plastic glass comes out and is being filled with beer while the machine tells you about the beer
- Candy – make candy with beer flavour
- Caramel – Make more test beers with crazy flavours like caramel, strawberry or dill
- Teeth -

Other ideas:

- Local artist can use Café Munken to exhibit their work
 - Arrange exchange of beer stickers in Café Munken
 - Arrange lecture about beer – possibly volunteers
 - Make better use of the webpage – addressed towards the clients, more information on prices, services – description of the story behind Viborg Bryghus and beer in Viborg – why should the local citizens support the brewery
 - Order online and reach other parts of the country or other countries – create a packing for beer to be sent by mail.
 - Make a beer addressed towards women
 - Create something that makes special made beer from Viborg Bryghus stand out in the supermarkets – a special kind of stack shelves that tip the beer into the trolley or starts talking when you press a button.
4. Specification: Instead of looking at all the ideas and try to make each of them more specific, I have decided to look them all trough and try to combine the most interesting of them. This decision is based on the fact that these many ideas are difficult to survey if they are treated separately, and most of the ideas that have come up are too wide or too thin. By combining them, a larger part of the ideas will be used and the new ideas will have more contents.
- Idea number 1 – Music in Café Munken
 - Atmosphere – Give Café Munken a theme to create more atmosphere
 - Music – Make live music at Café Munken
 - Instrument – Get some volunteers to come and play
 - Knitting needles – Arrangements or competitions at Café Munken

Café Munken will be the new place in town where local musicians can come and practise in front of an audience. Café Munken will be music café with a cosy and friendly atmosphere where the local citizens can come and enjoy a beer while they listen to a local band. The band is of course good enough to stand in front of an audience and they will get valuable practise. The brewery will not need to pay the musicians. They get free keg beer during the time they are playing. Each week a new band will be playing.

- Idea number 2 – Food and special made beer
 - Food – Cooperate with a cook to find easy made Danish dishes that can be combined with the different kinds of special made beer from Viborg Bryghus
 - Pizza – Buy pizza and Viborg beer in the local pizzeria
 - Friends – Make a day where the volunteers bring a friend for beer tasting or make a place where you can go with your friends and have fun
 - Get-together – special arrangements like competitions for companies – win a guided tour in Viborg Bryghus with beer tasting and the rye loaf with cold meet and cheese – why do your work place deserve to win this competition – increase the knowledge of Viborg Bryghus
 - Christmas Eve - Cheap Christmas beer in Café Munken the first weekend in December or Christmas party at Café Munken or cooperate with catering company
 - Present – make a package with two beers and some snack

Viborg Bryghus will in cooperation with different local catering services arrange your next party. On the website or by calling the brewery you can book Café Munken or order catering service to where you want to have your party. You may choose between different themes for instance a pizza and beer party, beer with either snacks or rye loaf with cold meat or a Christmas party. If you choose to book Café Munken you can also get extra services like a guided tour in the brewery or a beer demo. When you order out you book a mobile keg beer facility together with the kind of beer you want. The website also offers suggestions for what kind of beer you drink to the different kinds of food.

- Idea number 3 – New kind of packing
 - Fur – New kind of packing that makes the special made beer from Viborg Bryghus stand out
 - Ice – A new kind of cooler for the beer in the stores
 - Mittens – A packing that gives the bottles the right temperature
 - Create something that makes special made beer from Viborg Bryghus stand out in the supermarkets – a special kind of stack shelves that tip the beer into the trolley or starts talking when you press a button.

This new packing practically jumps right into your trolley in the supermarket. It stands out compared to the other kinds of special made beer. The bottle is surrounded by a thermo jacket to keep the beer the right temperature in the supermarket, on the way home and until you are ready to drink it.

- Idea number 4 – Webpage
 - Make better use of the webpage – addressed towards the clients, more information on prices, services – description of the story behind Viborg Bryghus and beer in Viborg – why should the local citizens support the brewery
 - Order online and reach other parts of the country or other countries – create a packing for beer to be sent by mail.

The new webpage is addressed directly towards the clients. You can easily find information about products, services and prices. You can order the services that Viborg Bryghus offers online for instance one of the mobile keg beer facilities together with the kind of beer you prefer. You can also order beer on bottles and have it mailed to you. This means that people living in another part of the country or in other countries become potential clients which gives a larger market. The intermediary like the supermarket is not necessary and this means that Viborg Bryghus will get more money from each sale.

- Idea Number 5 – Beer bank
 - Grandma – make a smaller bottle for one person only (egoist beer) or make demo package with smaller bottles (20 cl) that allow people to buy all 6 permanent beers and find out which they prefer
 - Surprise – Make new fancy tastes like caramel or strawberry
 - Bank – Make a beer account of your own beer
 - Caramel – Make more test beers with crazy flavours like caramel, strawberry or dill
 - Make a beer addressed towards women
 - Vending machine – Info about special made beer from Viborg Bryghus or you put in your MasterCard and a plastic glass comes out and

is being filled with beer while the machine tells you about the beer

The beer bank is about custom made beer. You book an appointment on the Internet to come to the brewery and participate in and learn about the process of producing the kind of beer that you prefer. On the Internet you can also choose between different flavours, also new untraditional flavours like strawberry, caramel or dill. You can follow the process of the brewing of your beer step by step on the website. When your beer is ready you can choose to either open an account in the brewery where you can store your beer and withdraw smaller amounts. You can drink the beer in the Café or bring it home. You can also choose to bring the entire amount of beer home at once.

The five ideas that have been generated and specified in the previous process will now be evaluated to find three concepts to continue with. The evaluation will be based on the contents in each idea compared with the expectation of the outcome of this project.

Looking at the webpage idea it is mainly about marketing strategies and redesigning an existing webpage. It is considered too small an assignment for this project but it could be part of one of the other ideas. The idea about making a new kind of packing is product design and the design area for this project was chosen to be system and strategic design. Beside this a new packing will not create a blue ocean but keep Viborg Bryghus in the red ocean together with all the other micro breweries. The ideas about the beer bank, food and special made beer, and music at Café Munken are all in the area of system and strategic design and can be used to create blue oceans. It is also the three ideas that I prefer to work further on due to own interest.

The three ideas that will be further developed are: Music at Café Munken, the beer bank, and food and special made beer