



Title sheet

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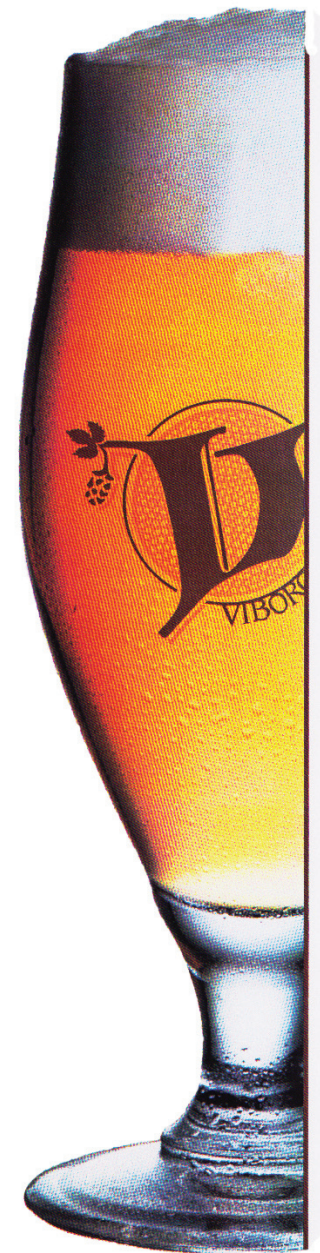


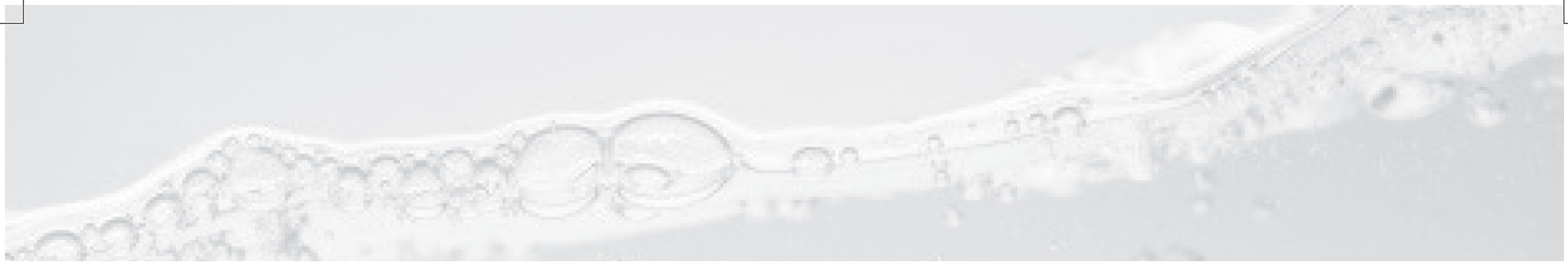


Reader's guide

The product report is intended to be read in conjunction with the process report. It is mainly intended for presenting the final solution in a simple and clear manner and it is recommended to read this report first.

The primary purpose of the product report is to present the concept and the main parts of the system. The contents of the report is a result of the actions and methods elaborated in the process report.





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 increase the local community's knowledge of and interest in the products of the brewery.

The popularity of beer has lasted through 10.000 years and has until 100 years ago been the most important drink in the households. With the access to clean drinking water, and the introduction and consideration of wine being the luxury and dinner table drink, beer slowly disappeared from the dinner table and became a sign of low status. But this has changed.

In 2000 Denmark had only 12 breweries left. But the interest for special made beer has increased over the last seven years and today there are 71 Danish micro breweries.

The new trend in Danish brewing has moved the focus from mass production with uniform quality to experience production. Earlier the experience of a product should be the recognition and expectation of enjoyment. Today it is more complex to produce an experience since the demand entails surprise and new experiences.

With the large number of micro breweries and the different kinds of special made beer that are produced today, it has become difficult to distinguish one's business and products from others' and the competition has become tough.



Special made beer



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



Hærevejsmarch



Sport



The moor



The woods

Murals in the cathedral

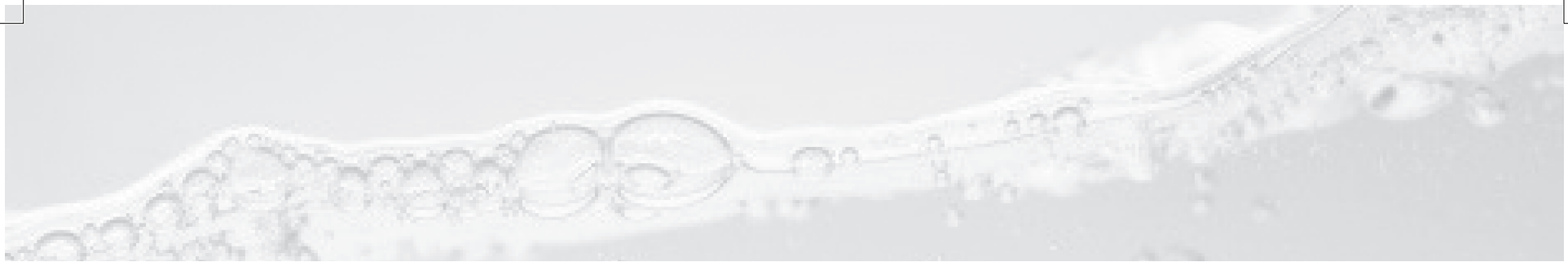


Old market town



The scenery





Beer in Viborg

Historical overview

Beer made on hop has been made in Viborg since the monks introduced it in Denmark in the early 12th century. Brewing was for a long time made in the households in Viborg. Later brewing became an independent handicraft and beer from Viborg was famous around the country for its taste and quality. #1

In Viborg the tradition of brewing beer in a brewery began in 1832 with Odin. It was located in the old Latin Quarter nearby where Viborg Bryghus is located today. It started as a “hvidtøl” brewery but in 1868 the first Bavarian beer was brewed in Viborg. In 1885 the brewery was industrialized with the acquisition of a steam engine.

In 1977 Odin was moved to new and larger facilities in the industrial area and the year after Odin was sold to Faxe Bryggeri A/S. Ten years later in 1988 the popular local brewery was closed. Odin was the oldest of the larger breweries in Denmark and existed for 156 years. For the citizens of Viborg Odin was considered to be the beer of the town. #2, #3

The most famous master brewer in the history of Viborg was Peter Bauer who moved to Viborg in 1868. In 1872 he bought one of Denmark’s oldest “hvidtøls” breweries located in Viborg and transformed it to a small Bavarian brewery. He built large underground caves that could maintain the temperature of 2-6

degrees Celsius, necessary to make under yeasted beer. The caves today hold the restaurant “Brygger Bauers Grotter” one of the most popular restaurants in Viborg. #4, #5

Viborg has a long tradition of brewing beer and for many years 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. Viborg Bryghus is initiated from this memory and is expected to fill the void after Odin.

Drinking beer in Viborg is historically centred on drinking beer from “our” brewery. The values associated with it are pride, solidarity, a mental ownership and the will to support the local brewery.

Viborg Bryghus

The void after Odin resulted in 2005 in the establishment of Viborg Bryggeriforening. The purpose with the brewing association was to have an organization behind the work of starting a new brewery in Viborg and to ensure that the brewery became a private limited company with a public owner group. Almost 4000 shares were sold to 3500 people.

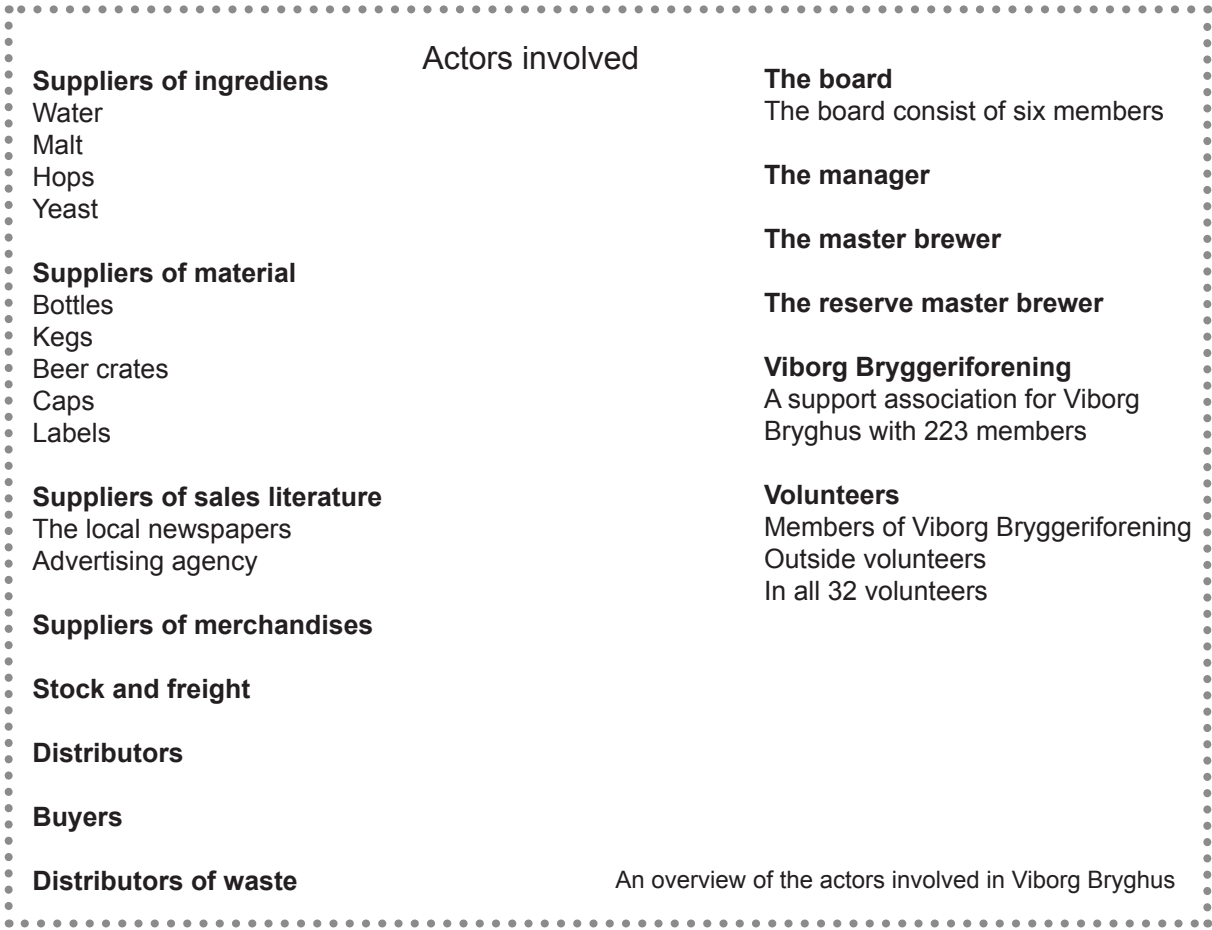
Viborg Bryghus is managed as a cooperative. A board is running the brewery and the daily service is maintained by manager Hans Jørgen Poulsen and master brewer Henrik Graversen. The board

is elected among the members of Viborg Bryggeriforening and the shareholders. #6

The labour force needed to run the brewery is voluntary, primarily pensioners and early retirement pensioners that are interested in beer. Primarily the volunteers are men, and it seems to be difficult to get the attention of women for voluntary work at the brewery. #7

The advertisement and graphical material are handled for free by one of the board members who own an advertisement agency and the contact and support from the local newspapers secure free advertisement and continuous mentions in articles. The local newspapers have played an important part in the establishment of Viborg Bryghus since it was in the newspapers the question about a new brewery in Viborg was first raised. #7 #8

At present time it is important for Viborg Bryghus that they can rely on the help from the volunteers and the free advertisement since the budget is very narrow. It is the use of free labour and support secures the survival of the brewery. But the mutual benefit and satisfaction are important for the co-operation to work. #7



An overview of the actors involved in Viborg Bryghus

Vision

The vision for 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. #8

Price

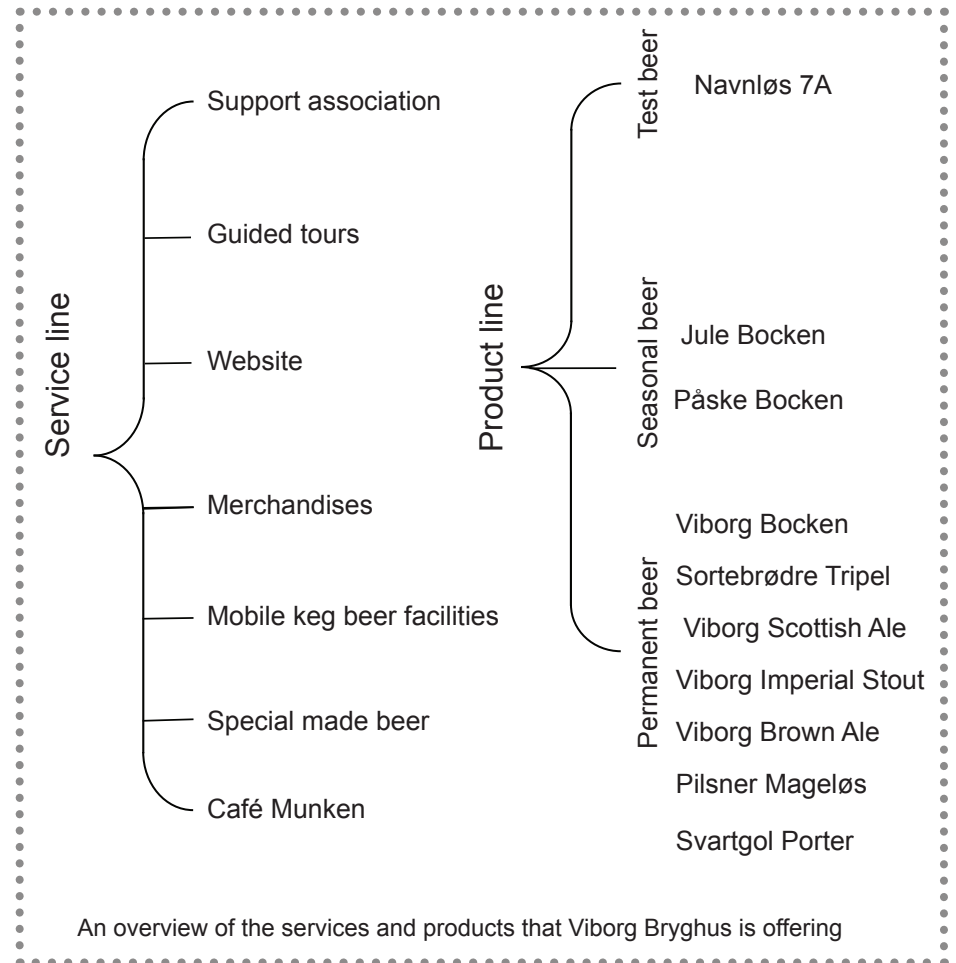
The special made beer from Viborg bryghus cost some 35 DKr for 50 cl.

Market

As the map shows the distributors of special made beer from Viborg Bryghus are centred in the local area. You may still buy beer from Viborg Bryghus in other towns but the beers are primarily sold on the local market. The distributors buy an amount of beer from the brewery and resell it in their own stores. The main sale comes from selling bottles to the supermarkets. But Viborg Bryghus also sell bottles to specialised shops and bottles and kegs to restaurants. The bottles can also be bought in gift boxes. At local events the brewery is often serving beer from stalls. #8



Map of distributors



Viborg Bryghus has a café in together with the brewery. Café Munken is run by volunteers and sells special made beer from the brewery every Friday 15-18 and Saturday 11-14. Friday afternoon many people in Viborg have a tradition of drinking a beer after work. 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. #7

Competition

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 again. The biggest competition on the market comes from the other breweries producing special made beer, especially Fur Bryghus a nearby brewery. This is considered the biggest competitor since it is located close to Viborg. This means that it can to some extent compete on the local patriotism. #7

Asking the local citizens

A questionnaire made in this project showed that 30 % of the people asked had never heard of Viborg Bryghus. Other 45 % 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. This shows that the present target group that has knowledge of Viborg Bryghus and their products are limited and this means that there is a large potential target group in the local community that still has to be reached.

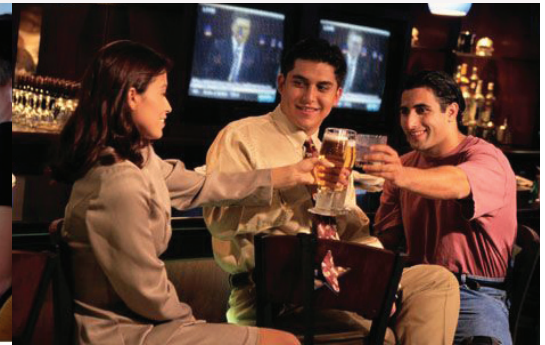


Mood Board

- Drinking beer is about...

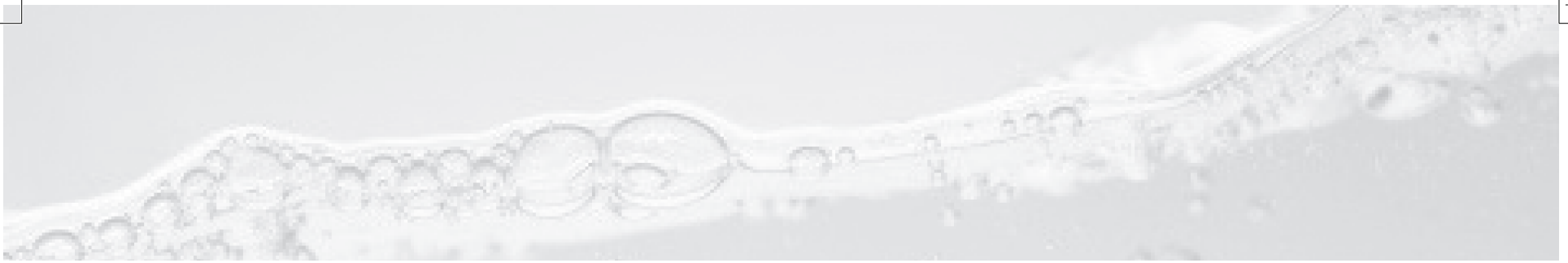


Standing together and helping each other ☐ Relaxation ☐ Solidarity ☐ Cosiness ☐ Enjoyment ☐ Friendliness ☐ Celebration ☐ Being together



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





Defining the task

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.

Problem definition

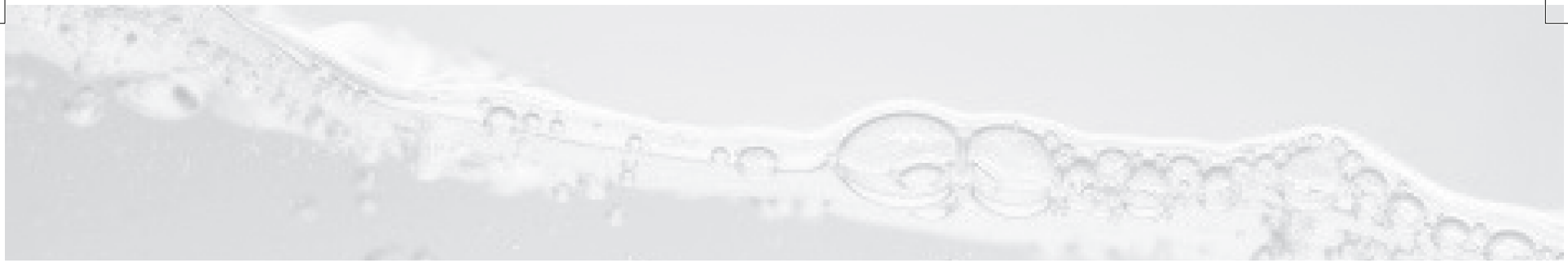
Who is a potential target group for Viborg Bryghus? What values and qualities are they looking for in a product? Why is special made beer interesting for them? Based on the previous text what new initiatives can help Viborg Bryghus increase the visibility of their products and services? This to become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

Criteria of success for the new initiatives

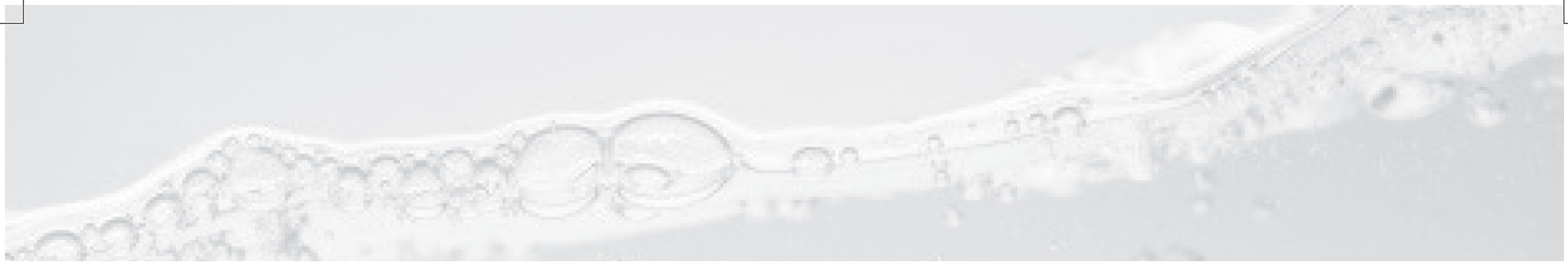
In the programme following criteria of success were made. The final product has to fulfil these.

- 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





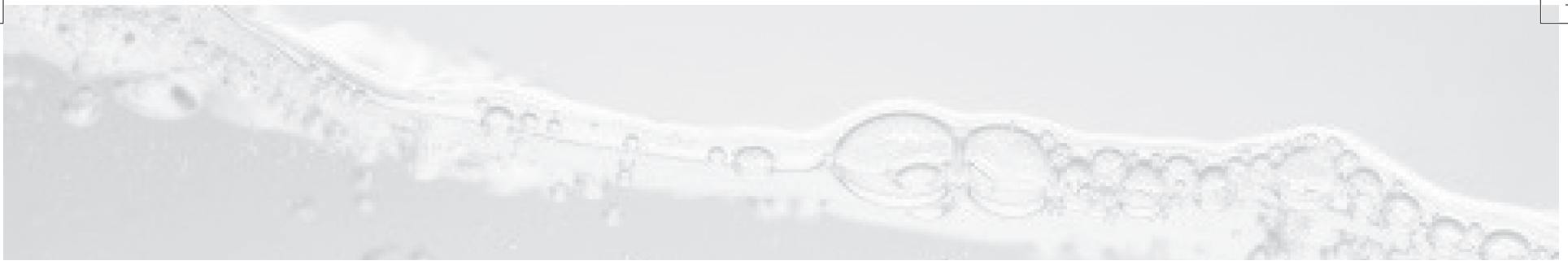
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The concept

The target group is brewer guilds and private hand brewers. The concept gives them the opportunity to become co-brewer/prosumer by participating in producing their own promising recipe in larger scale and sell it through Viborg Bryghus. The beer will after the production be stored in a beer bank from which the prosumer can withdraw his own beer in Café Munken. It is also in the café that other customers can buy the prosumer beer. On the webpage of Viborg Bryghus the prosumer can check the balance of the account, how the sale is going and his own consumption.

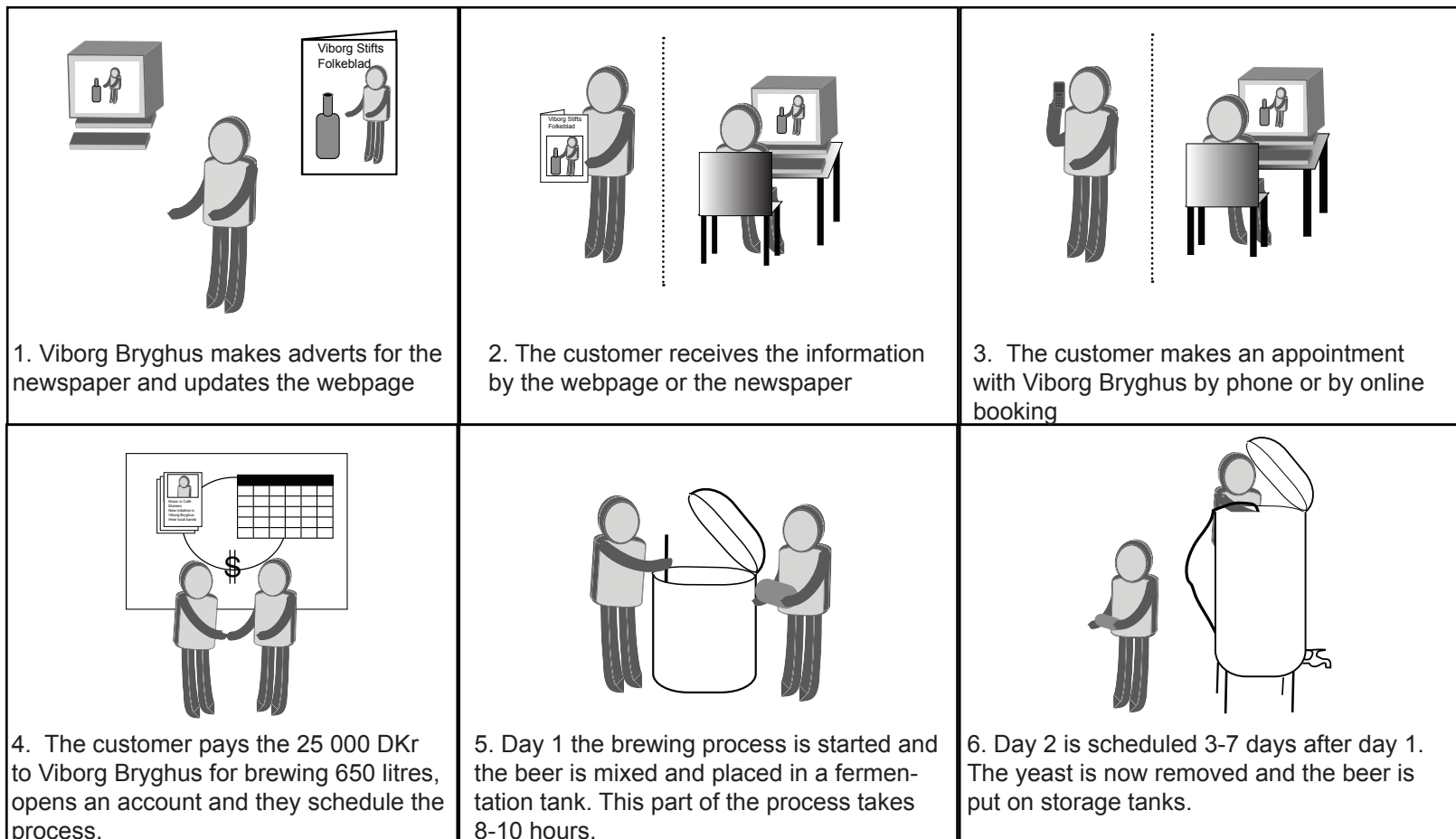


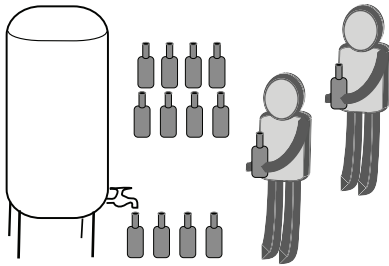


Story line Actors	Advertising	Arrangment for the brewing	Brewing beer	The beer is done	Beer account
 Prosumer		A member of a local brewer guild reads the newspaper and after talking with the other members he contacts Viborg Bryghus, schedule an appointment and they plan the process and sale.	The prosumer meets with the master brewer and is informed of the process. After a guided tour in the brewery they start up the process. The process is seperated into three steps.		The prosumer opens a beer account where the beer can be stored. The brewer guild can go to the café and withdraw beer from the account. On the webpage they can follow the balance, sale and own consumption
 Viborg Bryghus Café Munken	Viborg Bryghus contacts the local paper and update their webpage.	Viborg Bryghus receives the order. They schedule an appointment and meet to plan the brewing process and sale.	The master brewer meets with the prosumer and informs of the process. After a guided tour in the brewery they start up the process. The process is seperated into three steps.	The brewery contacts the prosumer by mail and informs that the brew is done.	Viborg Bryghus register the account and store the beer. They sell the prosumer beer in the café. After six months the arrangement is ended.

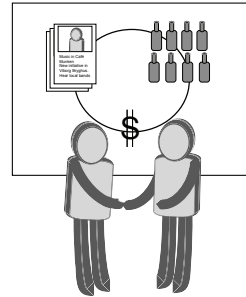
Flow diagram of the actors and their participation in the story line for the Beer Bank

Beer Bank Scenario

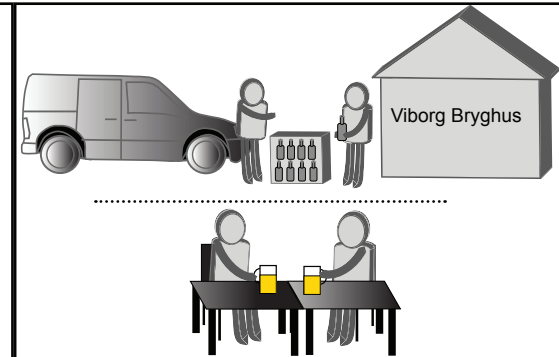




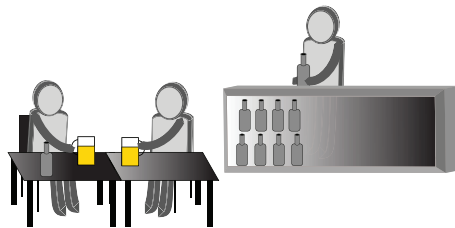
7. Day 3 is scheduled 14 days to several months after day 2. The beer has now matured and is ready to be filtered and bottled.



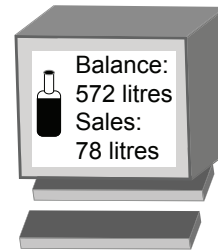
8. The prosumer opens a beer account in Viborg Bryghus



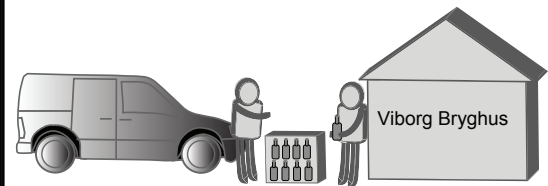
9. The beer may be withdrawn at the café and brought home or it can be taken at the café with friends.



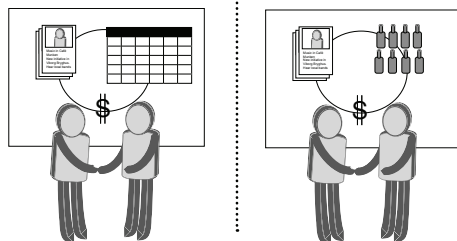
10. Viborg Bryghus will store the beer and also distribute it at the café in return for a percentage of the sale.



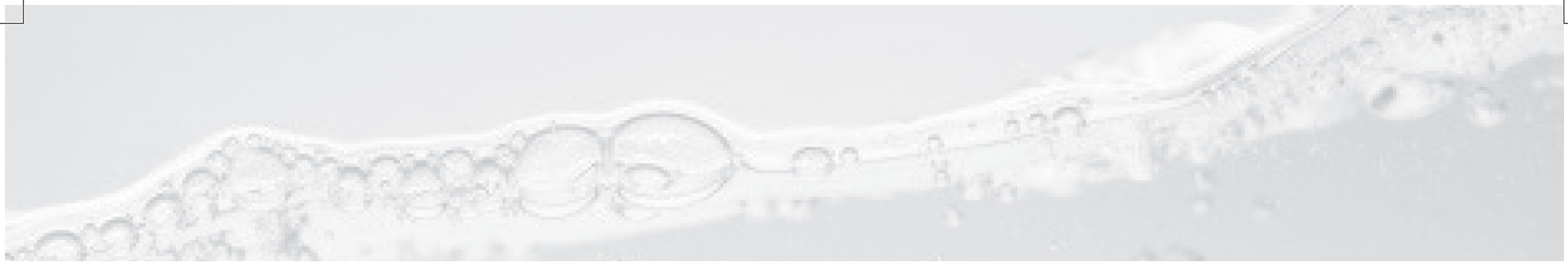
11. On the Internet the prosumer can check the balance of the account and also see how the sale is going.



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



13. If the beer sells the prosumer 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.



Target group and context

Primary 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 for Viborg Bryghus since it is people already interested in and buying 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. This group of people is looking for quality and a good experience in products that they buy and believe that self-made is well made.

The interest in this concept in Viborg is estimated to be 5-10 customers. But 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.

Secondary target group

This concept has a secondary target group being the ordinary customer that is going to buy the prosumer beer at Café Munk-en. It is both men and women over 35 in the local community, 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 they will choose

beer half the time or more.

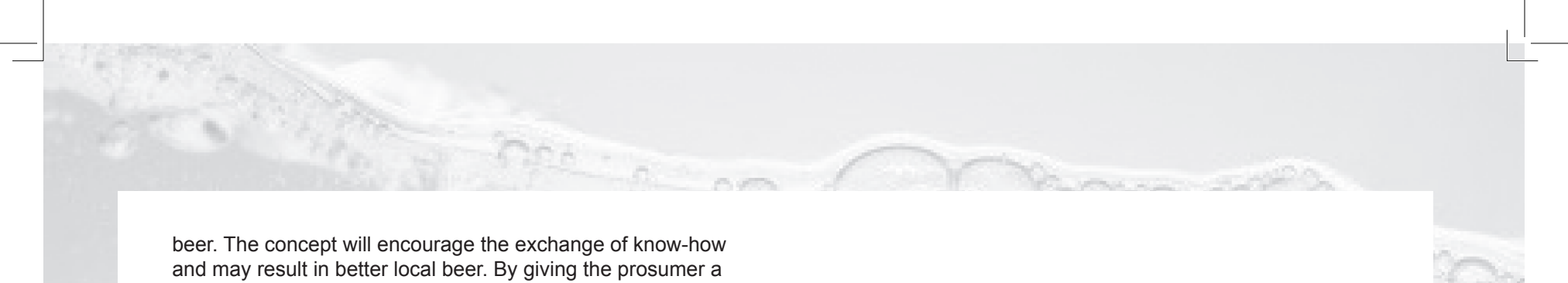
When the target group chooses what to drink the biggest influence is the taste, the occasion and the food served. It is often in the company of friends or family that they drink beer. It is people who are interested in trying something new like a prosumer beer. Like the primary target group this group 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 local community. Viborg is a town where a business' network is very important to gain success. The members of the local business society support each other and exchange favours. Voluntary work and helping each other is a common practice. 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.

The Beer Bank concept may strengthen the local bond between citizens and brewery since Viborg Bryghus becomes a brewery that literally is producing and selling the local community's own

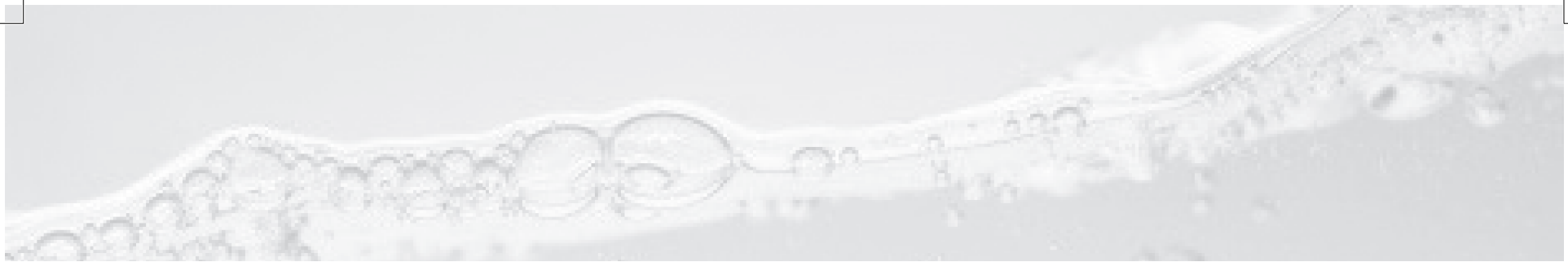




beer. The concept will encourage the exchange of know-how and may result in better local beer. By giving the prosumer a much more active role in the production than the ordinary customer this will increase the prosumer's feeling of mental ownership and encourage the local interest in special made beer. This may result in a larger sale of special made beer from Viborg Bryghus.

Making a prosumer brewery in 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 this way keep the story of being a small local initiative that needs the support of the local community while experimenting with the creation of new exiting beers, also when their own production has increased to become a cost-effective business.





Details of the concept

When and where?

The concept may be realized in 5-10 years when Viborg Bryghus becomes established and it is necessary to invest in new brewing equipment and new premises in order to produce larger amount of beer. 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 production to new premise. The old equipment and the old brewing premises may then be used to make production with co-brewers. By separating the normal production and the production of prosumer beers this way, the normal production will not be affected by the concept. It will also eliminate the risk of polluting the normal production from imported ingredients. The equipment is cleaned between each customer brewing since one of the most important things when brewing beer is cleanliness.

Who and how many prosumer beers?

Brewer guilds and private hand brewers contact Viborg Bryghus with a promising recipe they are interested in making a larger scale production from. The prosumer beer is tested on a larger audience by selling it through Viborg Bryghus.

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.

What services and how much?

The service will cost 25 000 DKr for ingredients and brewing 650 litres of beer (19,23 DKr per bottle). Then extra services like renting storage space, cleaning and maintenance of the brewery, labels, bottles, beer-bottle caps, kegs etc will increase the expense.

For one person this may seem like a large amount of money. If this is more than one is willing to invest in one's hobby a possibility is to get friends and family who are also interested in brewing beer and special made beer to participate in the economic part as well as in the work. Being a brewer guild with for instance 15 members the economic part will of course decrease a lot per person.



Who is in charge?

Viborg Bryghus has hired a second master brewer who is in charge of the production of prosumer beer. The prosumer contacts this person by phone or email and they schedule the brewing process. The master brewer will be assisting the prosumer during the process.

How does the schedule look?

Day 1

The first day the brewing process is started (see also the brewing process at pp. 24-25). 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 depending on the beer. The beer has now matured and is ready to be filtered and bottled.

How is the work handled?

When the prosumer is only one person he might get family and friends to help bottle the beer or he might make an arrangement with the volunteers at Viborg Bryghus to help out and in return offer them four of the prosumer beers. This is the arrangement that the volunteers have with Viborg Bryghus at present time. He can also choose to put the beer on kegs instead.

Since the process of brewing beer will take 8-10 hours at day 1 and the brewery is quite small making it difficult for a brewer

guild with for instance 15 members to participate in the brewing at the same time, it might be an idea that the members 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.

How is the prosumer beer stored?

Viborg Bryghus will store the beer 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 the prosumer beer is stored in refrigerators in the kitchen ready for sale. Viborg Bryghus will then distribute it at the café in return for a percentage of the sale.

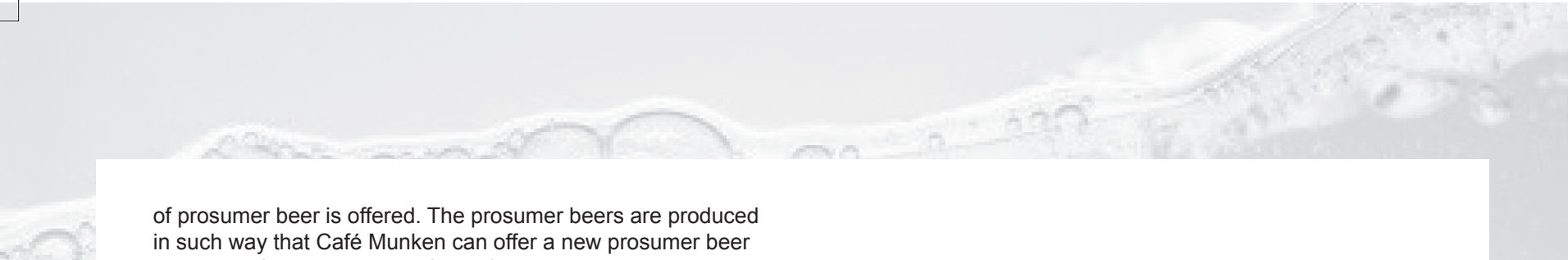
How does the beer account work?

The 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 then brought home or taken at the café with friends.

On the webpage of Viborg Bryghus the consumer can enter his account by using a password and check the balance and also see his own consumption and how the sale is going. The webpage is updated on a regular basis to give the prosumer the right information. The structure of the new elements of the new webpage can be seen on p. 29.

How long can you buy the prosumer beer?

A prosumer contract will last about six months. In this period of time the prosumer beer is sold in the café. A beer from Viborg Bryghus has a sell-by date about half a year after being brewed. This 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. The prosumer beers are produced in such way that Café Munken can offer a new prosumer beer every month or every second month.

What happens afterwards?

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.

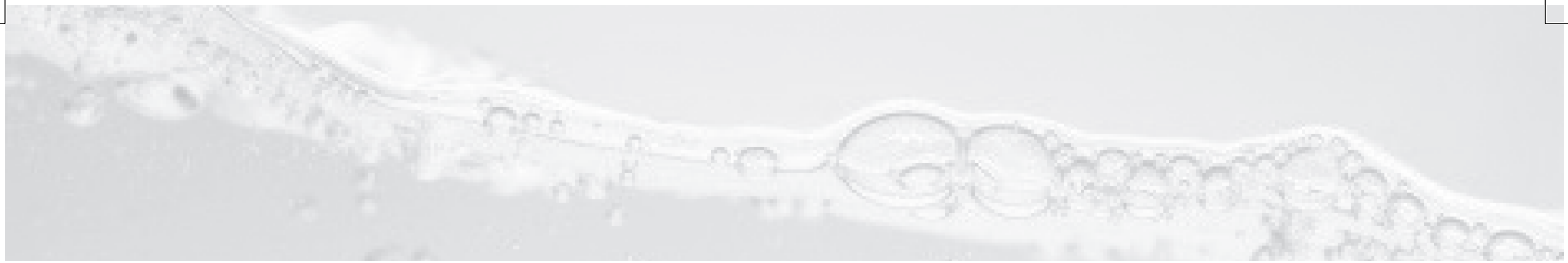
What does Viborg Bryghus get out of it?

Viborg Bryghus will benefit from the encouragement of the local interest in special made beer and the exchange of know-how that may result in new quality beers. The brewery will literally produce the community's own beer and thereby increase the local patriotism towards the town's own beer and local brewery, and this may also improve the sale and popularity of beer from Viborg Bryghus and thereby strengthen it on the market.

How is the target group reached?

The target group is reached through the local newspapers and the beer magazines like "Ølentusiasten". They will also be contacted by Viborg Bryghus through phone or email.





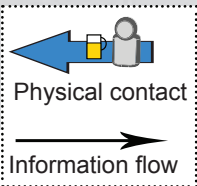
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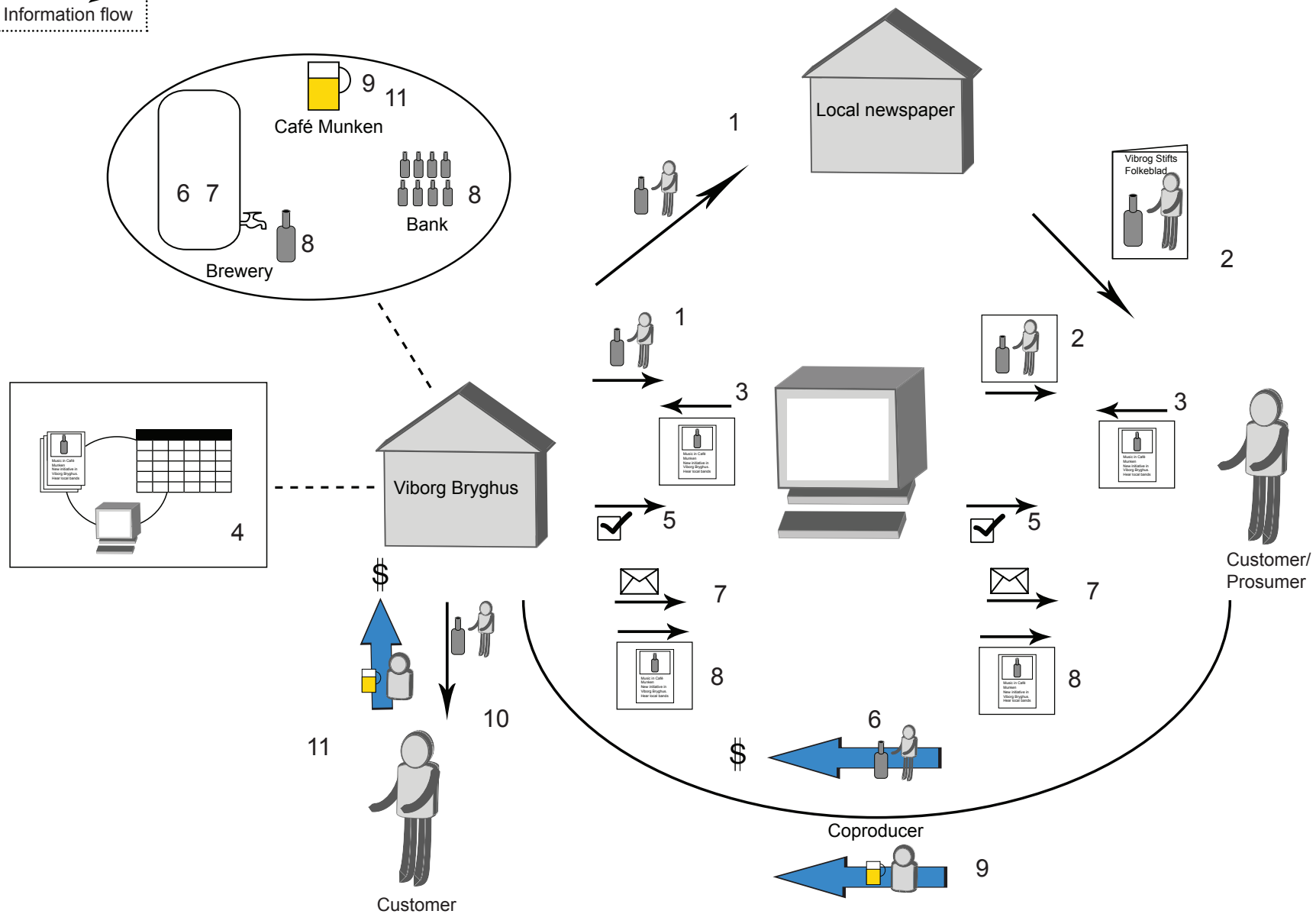
Information flow

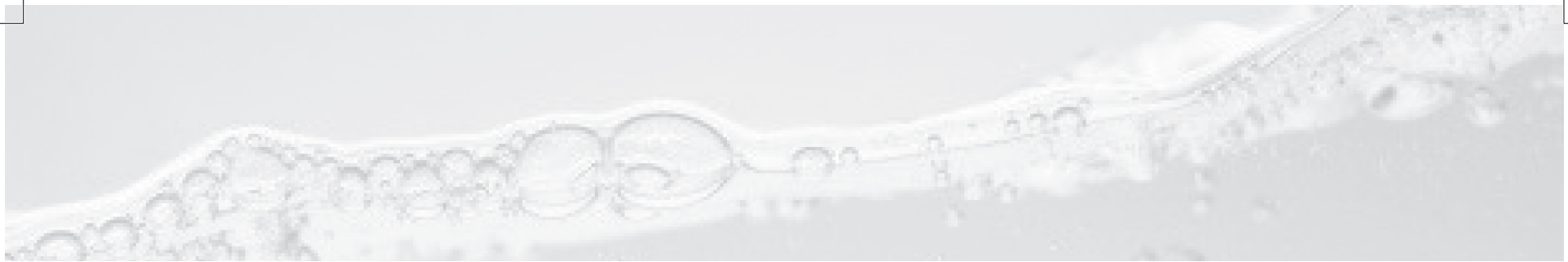
This is a diagram of the information flow, money flow and physical contact in the system between the main actors involved in the concept: Viborg Bryghus, the prosumer and the ordinary customer.

- 1 - Viborg Bryghus sends out information about the service
- 2 - The prosumer receives the information
- 3 - The prosumer sends back information about an order
- 4 - Viborg Bryghus receives the information and the order is scheduled
- 5 - The prosumer receives a confirmation and information about the further procedure
- 6 - The prosumer goes to the brewery and pays for the service. The beer is brewed
- 7 - The prosumer receives information when the brew is done
- 8 - The prosumer receives information about the beer account on the webpage
- 9 - The prosumer can go to Café Munken and withdraw beer from the beer account
- 10 - The ordinary customer receives information about the prosumer beer
- 11 - The ordinary customer goes to Café Munken and pays money to taste the prosumer beer



Information flow diagram of the story line for the Beer Bank



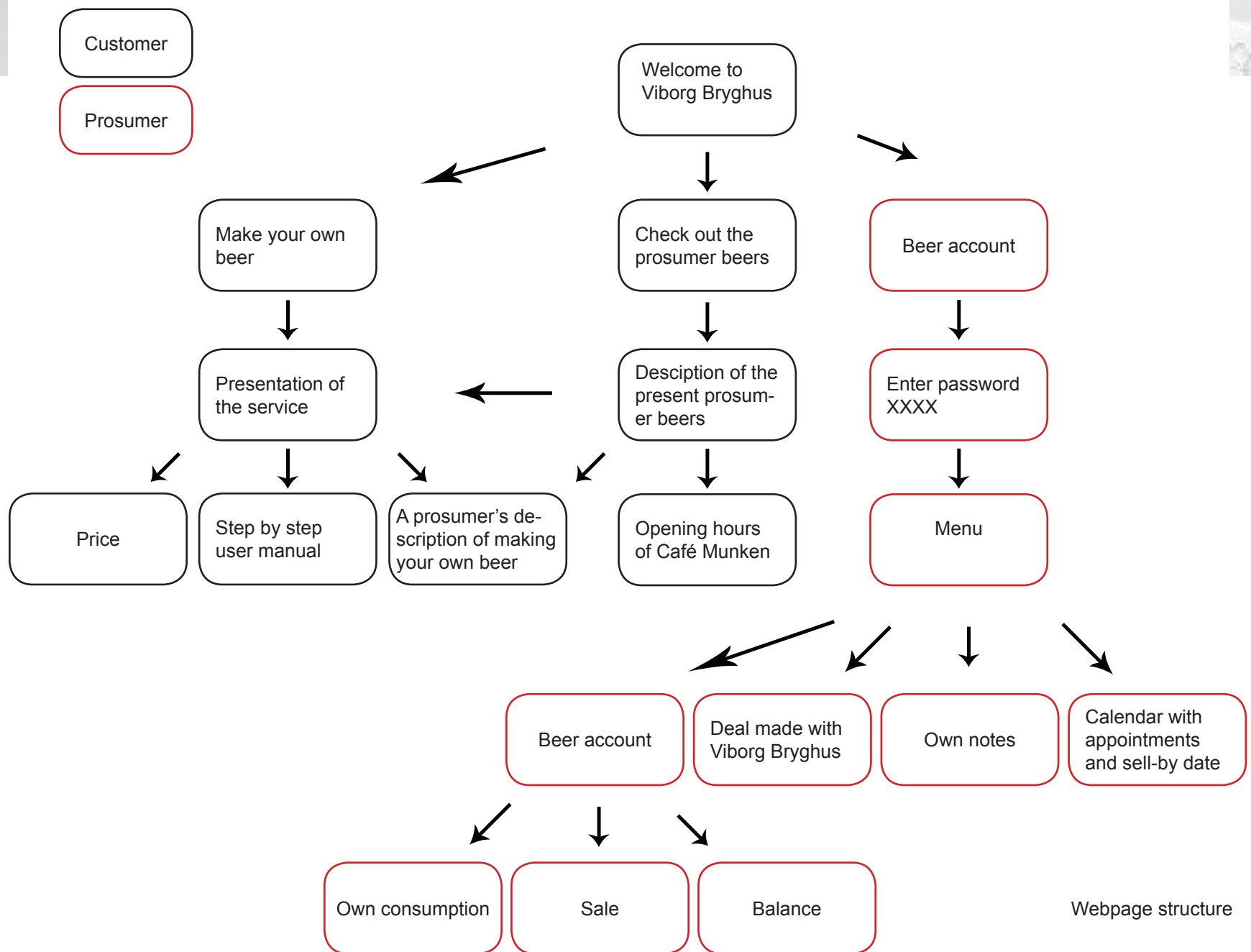


Webpage structure

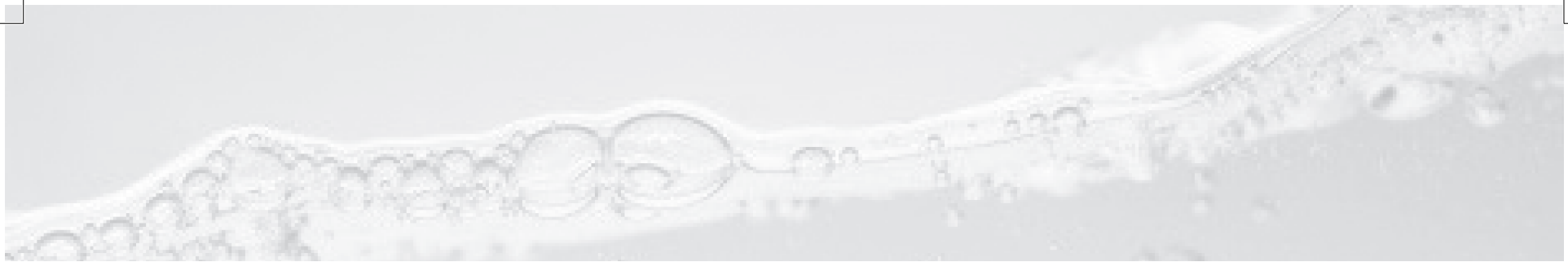
This is a diagram of the webpage structure. It only shows the part of the webpage that is directly related to the concept. The arrows shows the information you can choose between from one layer to another.

The ordinary customer can move along the black steps while the prosumer also can enter the red steps by using a password.





Webpage structure



Consequences for the actors

Viborg Bryghus

When Viborg Bryghus in 5-10 years has to invest in new brewing equipment and new premises for own production, the old equipment may be used together with the old brewing premises to realize this concept. This means that Viborg Bryghus does not need to invest in equipment in order to realize this concept.

The main part of the prosumer beer may be stored 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. This means that Viborg Bryghus needs to increase the storage space rented at Danske Fragtmænd and make smaller changes in the kitchen.

It will be necessary to hire a second master brewer who can be in charge of the co-brewer production and schedule the use of the co-brewer facilities. A second master brewer is connected to the brewery at present time and maybe an arrangement can be made for him to 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 have to 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.

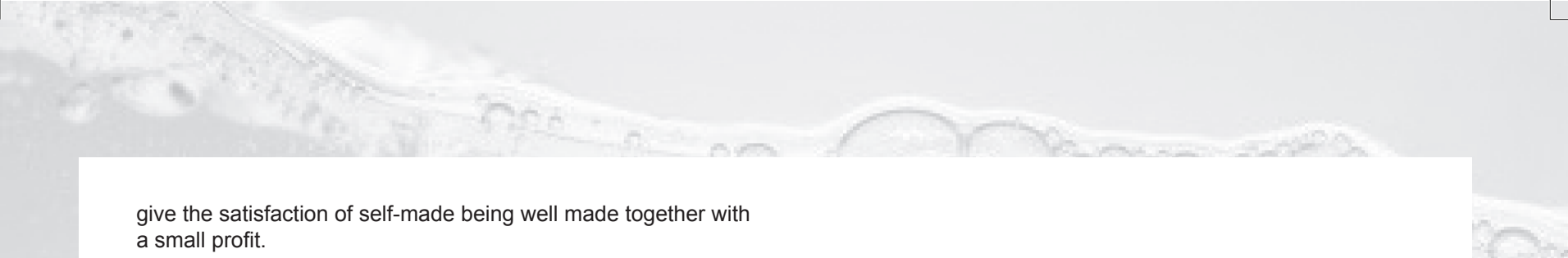
Prosumer

Brewer guilds and private hand brewers will get the opportunity to try out a promising recipe in a larger scale production and 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 lays on the prosumer and may stop some from participating. On the other hand if you have a recipe you believe in and see the cost as an investment in a hobby that you are very interested in, a successful outcome will



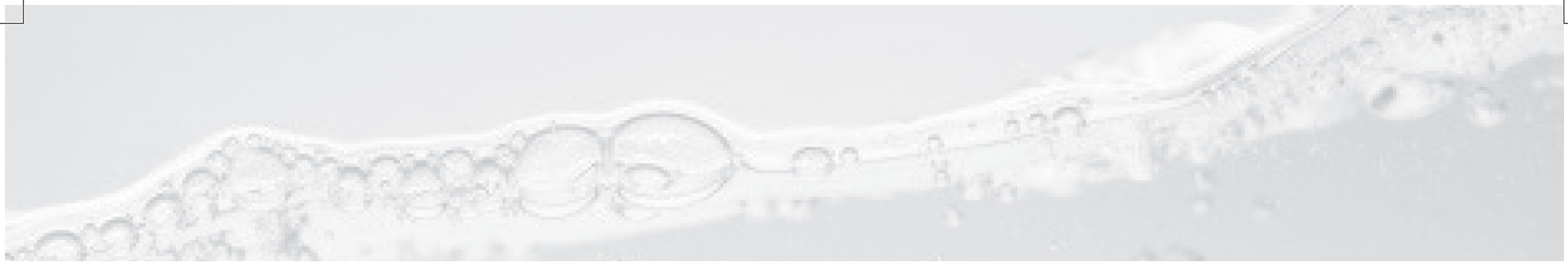


give the satisfaction of self-made being well made together with a small profit.

Customer

The role of the ordinary customer will not change. A visit to Café Munken will offer the ordinary customer a new experience and surprises since the prosumer beer will change ov



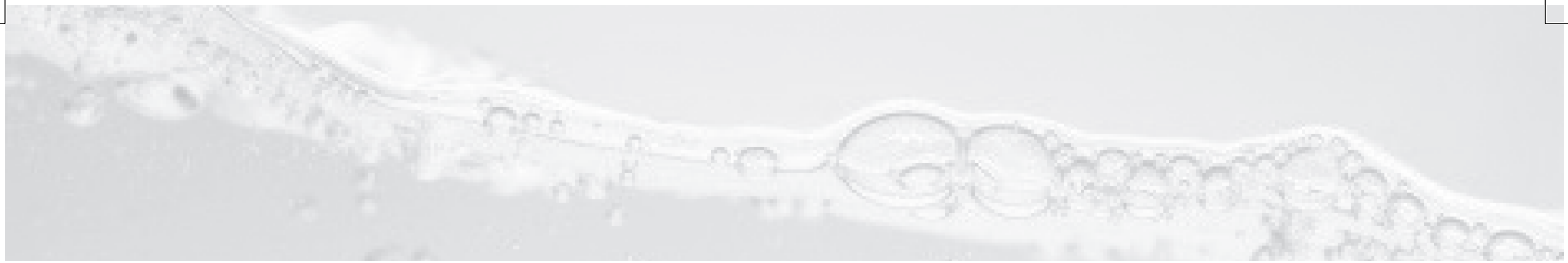


Viborg Bryghus - Vision

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 the economical risk will primarily be split among the prosumers. 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.





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Reference list of literature

- #1 - www.rotary-rosenholm.dk/7_01_tool/7_02_klub/7_02_04_brygger_bauers_grotter.pdf
- #2 - Prospekt for Viborg Bryghus Aps
- #3 - www.viborghistorie.dk
- #4- Viborgs historie 2 - 1726-1940, Jens Holmgaard, Jørgen Mikkelsen, Henning Ringgaard Lauridsen, Bente Jensen, Per Boje and Harry Christensen, Viborg Kommune 1999, pp. 270-273
- #5 - www.rotary-rosenholm.dk/7_01_tool/7_02_klub/7_02_04_brygger_bauers_grotter.pdf
- #6 - www.viborgbryghus.dk
- #7 - Interview with manager Hans Jørgen Poulsen and master brewer Henrik Graversen
- #8 - Manager Hans Jørgen Poulsen and master brewer Henrik Graversen



Reference list of illustrations

Front page: www.gettyimages.com and Viborg Bryghus

Border on pages: www.gettyimages.com

Page 3: Viborg Bryghus

Page 5: www.gettyimages.com

Page 7: www.viborg.dk/

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Page 9: Own diagram

Page 10: Background map - www.nysynet.dk/stribkort.htm

Page 10: Own diagram

Page 11: Own pictures

Page 13: www.gettyimages.com

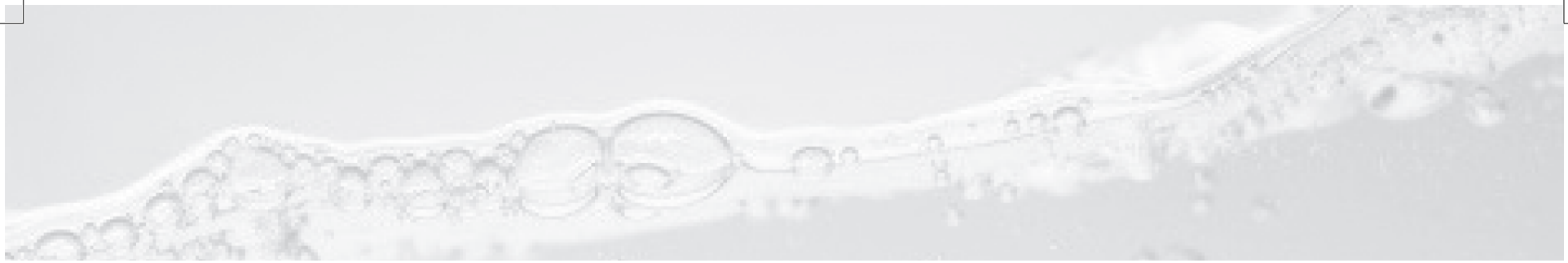
Page 17: Own diagram

Page 18: Own drawings

Page 19: Own drawings

Page 27: Own diagram

Page 29: Own diagram



Notes...

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