

Crafting a Strategy Menu

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Ingredient one: Value Chain

A firm's value chain is the set of business activities necessary to develop, produce, and market its products or services. Which business functions should your craft beer business engage in? Where do the profits lie? Value chain analysis provides the answers. Value chain innovation provides the profits.

- ❖ *Case Study: Multi-Business Model Strategy, Lecture at Penn State 2013
 - <https://craftingastrategy.com/core-curriculum/value-chain>
- ❖ *Multi-Business Model Strategy, Narrated Slides Show
 - <https://craftingastrategy.com/core-curriculum/value-chain>
- ❖ Case Study: Rolling Up Dry Cleaning
 - <https://craftingastrategy.com/rolling-dry-cleaning>
- ❖ White Paper: The Concept of Value
 - <https://craftingastrategy.com/what-value>
- ❖ White Paper: Industry Consolidation
 - <https://craftingastrategy.com/industry-consolidation>
- ❖ White Paper: Banks Will Listen, But Do You Want Them To?
 - <https://craftingastrategy.com/banks-will-listen>
- ❖ White Paper: Bargaining Power, Leverage Within the Value Chain
 - <https://craftingastrategy.com/bargaining-power>
- ❖ White Paper: How to Find Free Money
 - <https://craftingastrategy.com/how-find-free-money>
- ❖ White Paper: Threat of New Entrants
 - <https://craftingastrategy.com/threat-new-entrants>
- ❖ White Paper: Internal Value Chain
 - <https://craftingastrategy.com/internal-value-chain-put-your-good-where-it-will-do-most>
- ❖ White Paper: Competitive Advantage Through Consistent Routines
 - <https://craftingastrategy.com/competitive-advantage-through-consistent-routines>
- ❖ White Paper: You Can't Put Percent Margins in the Bank
 - <https://craftingastrategy.com/you-cant-put-percent-margins-bank>
- ❖ White Paper: What Are Transaction Costs?
 - <https://craftingastrategy.com/what-are-transaction-costs>
- ❖ White Paper: Fragmentation in the Craft Beer Industry
 - <https://craftingastrategy.com/fragmentation-beer-industry>
- ❖ White Paper: 'Values' Based Approaches to Valuation
 - <https://craftingastrategy.com/values-based-approaches-valuation>
- ❖ Podcast: Valuation Strategies: Strategic Buyers, Private Equity and more with Kevin O'Brien

- craftingastrategy.com/2016/Valuation+Strategies+with+Kevin+O%27Brien.mp3
- ❖ Podcast: Multi-Business Model with Dr. Sam Holloway
 - craftingastrategy.com/2014/Multi-Business+Model+with+Dr.+Sam+Holloway.mp3
- ❖ Podcast: Blue Ocean Strategies with Dr. Sam Holloway
 - craftingastrategy.com/2014/Blue+Ocean+Strategies+in+the+Craft+Beer+Industry.mp3
- ❖ Podcast: Part 4 with Victor ten Wolde - How to Select A Great Distributor
 - craftingastrategy.com/2014/Part+4+with+Victor+ten+Wolde+-+How+to+Select+A+Great+Distributor.mp3

Ingredient two: Brand Community

A brand community is a fabric of relationships in which a customer is situated. Crucial relationships include those between the brand and the customer, between the firm and the customer, between the customer and the product and among fellow customers (McAlexander, Schouten, and Koenig, 2002).

James H. McAlexander, John W. Schouten, Harold F. Koenig (2002) Building Brand Community. Journal of Marketing: January 2002, Vol. 66, No. 1, pp. 38-54.

- ❖ Case Study: Magic Barrel Brewing 2011
 - <https://craftingastrategy.com/casestudy/magic-barrel>
- ❖ Video Strategy Short: Rediscovering Market Segmentation
 - <https://craftingastrategy.com/core-curriculum/brand-community>
- ❖ Podcast: Part 1 with Victor ten Wolde - Intro & Branding Basics
 - craftingastrategy.com/2014/Part+1+with+Victor+Tenwolde+-+Intro+to+Branding.mp3
- ❖ Podcast: Part 2 with Victor ten Wolde - Telling a Good Story
 - craftingastrategy.com/2014/Part+2+with+Victor+Tenwolde+-+Telling+A+Good+Story.mp3
- ❖ Podcast: Part 3 with Victor ten Wolde - Don't Advertise, Focus on Sales
 - craftingastrategy.com/2014/Part+3+with+Victor+Tenwolde+-+Don%27t+Advertise%2C+Focus+on+Sales.mp3
- ❖ Podcast: Why Research Design Matters with Dr. Ian Parkman
 - craftingastrategy.com/2015/Why+Research+Design+Matters+with+Dr.+Ian+Parkman.mp3
- ❖ Podcast: Marketing in a 4-Tiered System with CraftNation.com
 - craftingastrategy.com/2015/Marketing+in+a+4-tiered+System+with+CraftNation.com.mp3
- ❖ Podcast: Sample Design For Craft Breweries with Dr. Ian Parkman
 - craftingastrategy.com/2015/Sample+Design+For+Craft+Breweries.mp3
- ❖ Podcast: Race For (Shelf) Space with CraftNation.com
 - craftingastrategy.com/2015/Race+For+Space+with+CraftNation.com.mp3
- ❖ Podcast: Sales Strategies on Small Volumes with Scott Forrest
 - craftingastrategy.com/2016/Sales+Strategies+on+Small+Volumes+with+Scott+Forrest.mp3
- ❖ PPT Video: Marketing Intelligence: Market Driven Perspectives 1 of 2
 - <https://craftingastrategy.com/core-curriculum/brand-community>
- ❖ *PPT Video: Marketing Intelligence: Market Driven Perspectives 2 of 2
 - <https://craftingastrategy.com/core-curriculum/brand-community>
- ❖ *PPT Video: Marketing Intelligence: Buyer Behavior
 - <https://craftingastrategy.com/core-curriculum/brand-community>
- ❖ *PPT Video: Marketing Intelligence: Research Design
 - <https://craftingastrategy.com/core-curriculum/brand-community>

- ❖ *PPT Video: Marketing Intelligence: Marketing Strategy
 - <https://craftingastrategy.com/core-curriculum/brand-community>
- ❖ *PPT Video: Marketing Intelligence: Marketing Tactics
 - <https://craftingastrategy.com/core-curriculum/brand-community>
- ❖ *PPT Video: Marketing Intelligence: Segmentation & Sampling Design
 - <https://craftingastrategy.com/core-curriculum/brand-community>
- ❖ *PPT Video: Marketing Intelligence: Data Preparation and Description
 - <https://craftingastrategy.com/core-curriculum/brand-community>
- ❖ White Paper: Data Preparation and Analysis
 - <https://craftingastrategy.com/data-preparation-and-analysis>
- ❖ White Paper: Research Design
 - <https://craftingastrategy.com/research-design>
- ❖ White Paper: Creating Coherence Through Corporate Identity Management
 - <https://craftingastrategy.com/creating-coherence-through-corporate-identity-management>
- ❖ White Paper: How To Get Customer Insights From Social Media
 - <https://craftingastrategy.com/how-get-customer-insights-social-media>
- ❖ White Paper: Brand Community as External Control System
 - <https://craftingastrategy.com/brand-community-external-control-system>
- ❖ White Paper: Brand Identity Worksheet
 - <https://craftingastrategy.com/brand-identity-worksheet>
- ❖ White Paper: How and Why to Foster Municipal Relationships
 - <https://craftingastrategy.com/how-foster-municipal-relationships>
- ❖ White Paper: Marketing is Too Important to Be Left to the Marketers
 - <https://craftingastrategy.com/marketing-too-important-be-left-marketers>
- ❖ White Paper: Craft Beer Consumers Seek Enchantment
 - <https://craftingastrategy.com/craft-beer-consumers-seek-enchantment>
- ❖ White Paper: Focus Group Basics
 - <https://craftingastrategy.com/focus-group-basics>
- ❖ *PPT Video: Enchantment
 - <https://craftingastrategy.com/core-curriculum/brand-community>

Ingredient three: Controlled Operations

The wise manager knows that you can't control everything. Controlled operations align work processes and rewards with strategy – without clogging the overall system. We teach CAS members what critical systems, processes, and capabilities need controls and what to let go. Strategic controls enhance both worker motivation and workplace harmony.

- ❖ Case Study: Pok Pok 2008
 - <https://craftingastrategy.com/casestudy/pok-pok>

- ❖ White Paper: Introduction to Strategic Controls
 - <https://craftingastrategy.com/introduction-strategic-controls>
- ❖ White Paper: Note On Standards
 - <https://craftingastrategy.com/note-standards>
- ❖ White Paper: Note On Necessary Quality Standards
 - <https://craftingastrategy.com/necessary-quality-standards>
- ❖ White Paper: Control Systems Basics
 - <https://craftingastrategy.com/control-systems-basics>
- ❖ White Paper: Strategic Control Systems
 - <https://craftingastrategy.com/strategic-control-systems>
- ❖ PPT Video: Pricing Methods
 - <https://craftingastrategy.com/core-curriculum/controlled-operations>
- ❖ PPT Video: Menu Engineering tactics
 - <https://craftingastrategy.com/core-curriculum/controlled-operations>
- ❖ PPT Video: Controlling Opportunism Of Key Partners
 - <https://craftingastrategy.com/core-curriculum/controlled-operations>
- ❖ PPT Video: Strategic Controls For Downstream Distribution
 - <https://craftingastrategy.com/core-curriculum/controlled-operations>
- ❖ PPT Video: ERP Systems, Jazz Music & Control Systems
 - <https://craftingastrategy.com/core-curriculum/controlled-operations>
- ❖ Podcast: Downstream Distribution Controls
 - craftingastrategy.com/2015/Downstream+Distribution+Controls.m4a
- ❖ Podcast: Discovery Driven Planning: Create a Future That Fits Your Unique Talents
 - craftingastrategy.com/2014/Discover+Driven+Planning+-+Create+a+Future+That+Fits+Your+Unique+Talents.mp3
- ❖ Podcast: Purchasing Controls: Basics for Brewery Owners
 - craftingastrategy.com/2014/Purchasing+Controls+-+Basics+for+Brewery+Owners.mp3
- ❖ Podcast: Dr. Mark Meckler - 4-Month Strategic Control of Operations Study of 3 Breweries
 - craftingastrategy.com/2014/Part+1+with+Dr.+Mark+Meckler+-+4-Month+Operations+Study+of+3+Breweries.mp3
- ❖ Podcast: Professional Quality Digital Media Assets with Producer, Erich von Tagen
 - craftingastrategy.com/2014/Professional+Quality+Digital+Media+Assets+with+Producer+Erich+von+Tagen.mp3
- ❖ Podcast: Dr. Mark Meckler - How To Motivate Employees To Save on Costs - Scanlan Plan
 - craftingastrategy.com/2014/How+To+Motivate+Employees+To+Save+on+Costs+-+Scanlan+Plans.mp3
- ❖ White Paper: Sources of Guidance Part 1 of 2
 - <https://craftingastrategy.com/sources-guidance-part-1-2>
- ❖ White Paper: What is Warehousing?
 - <https://craftingastrategy.com/what-warehousing>
- ❖ White Paper: Revenue Controls
 - <https://craftingastrategy.com/revenue-controls>
- ❖ White Paper: Information Systems Basics for Brewpub Managers
 - <https://craftingastrategy.com/information-systems-basics-brewpub-managers>

- ❖ White Paper: Optimizing RevPASH and ComPASH
 - <https://craftingastrategy.com/optimizing-revpash-and-compash>
- ❖ White Paper: Managing New Product Development
 - <https://craftingastrategy.com/managing-new-product-development>
- ❖ White Paper: Value Proposition Controls
 - <https://craftingastrategy.com/value-proposition-controls>
- ❖ White Paper: Brewing In Rhythm Is Like Great Jazz: Timing and Controls
 - <https://craftingastrategy.com/brewing-rhythm-great-jazz-timing-and-controls>
- ❖ White Paper: Note On Backplanning
 - <https://craftingastrategy.com/note-backplanning>

Ingredient Four: Leadership & Culture

Leadership is about transparency and authenticity; vision and values; the courage to act and the willpower to wait. Transparency comes from a consistent message that embodies the core values, beliefs and expectations of the leader and manifests as a shared mission. Authenticity comes by institutionalizing these values into the culture.

- ❖ White Paper: Crafting A Leadership Style
 - <https://craftingastrategy.com/crafting-leadership-style>
- ❖ White Paper: The Secret to Workplace Motivation
 - <https://craftingastrategy.com/secret-workplace-motivation>
- ❖ *Video Presentation: Culture Codes
 - <https://craftingastrategy.com/core-curriculum/leadership-culture>
- ❖ Podcast: Putting the Culture of Craft Back Into Pub Food
 - craftingastrategy.com/2014/Putting+the+Culture+of+Craft+Back+Into+Pub+Food.mp3
- ❖ Podcast: Rhythm, Innovation & the Train Schedule - Management Techniques for Profitable Innovation
 - craftingastrategy.com/2014/Rythm%2C+Innovation+and+the+Train+Schedule+-+Management+Techniques+for+Profitable+Innovation.mp3
- ❖ Podcast: Dr. Mark Meckler Discusses Level Three Leadership based on his 20 years in kitchens
 - craftingastrategy.com/2014/Leadership+-+3+Levels+Defined+.mp3
- ❖ *Video Presentation: Wisdom
 - <https://craftingastrategy.com/core-curriculum/leadership-culture>
- ❖ White Paper: Resource Based Strategy
 - <https://craftingastrategy.com/resource-based-strategy-0>
- ❖ White Paper: North American Communication Styles
 - <https://craftingastrategy.com/north-american-communication-styles>
- ❖ White Paper: Using Organizational Culture As A Coordinating Mechanism
 - <https://craftingastrategy.com/using-organizational-culture-coordinating-mechanism>

- ❖ White Paper: Telling the Truth in Modern Organizational Culture
 - <https://craftingastrategy.com/telling-truth-modern-organizational-culture>
- ❖ White Paper: When to Grow and When to Let Go
 - <https://craftingastrategy.com/leadership-when-grow-and-when-let-go>
- ❖ *Video Presentation: 3 Levels of Leadership
 - <https://craftingastrategy.com/core-curriculum/leadership-culture>

Ingredient five: Business Model

The business model embodies all the creativity and wisdom within your craft beer business. Entrepreneurs must understand each of ten business model areas, and the links between them. Profitability comes from business model innovation – choices you make that monetize the connections between these ten business model areas.

- ❖ Podcast: Staying Small Takes Big Thinking with Ben Engler, Occidental Brewing
 - craftingastrategy.com/2015/Staying+Small+Takes+Big+Thinking+with+Ben+Engler.mp3
- ❖ Podcast: Replication As Strategy with Dr. Sam Holloway
 - craftingastrategy.com/2015/Replication+As+Strategy+with+Dr.+Sam+Holloway.mp3
- ❖ Podcast: Mission Driven Strategies with Dr. Mike Russo
 - craftingastrategy.com/2014/Mission+Driven+Strategies+with+Dr.+Mike+Russo.mp3
- ❖ Podcast: Blue Ocean Strategies with Dr. Sam Holloway
 - craftingastrategy.com/2014/Blue+Ocean+Strategies+in+the+Craft+Beer+Industry.mp3
- ❖ Podcast: Multi-Business Model with Dr. Sam Holloway
 - craftingastrategy.com/2014/Multi-Business+Model+with+Dr.+Sam+Holloway.mp3
- ❖ White Paper: Matching Marketing Plans with Dimensions of Value
 - <https://craftingastrategy.com/matching-marketing-plan-dimensions-value>
- ❖ Case Study: Laurelwood Brewing 2012
 - <https://craftingastrategy.com/core-curriculum/business-model>
- ❖ White Paper: The Start of Big Craft
 - <https://craftingastrategy.com/start-big-craft>
- ❖ White Paper: Fundraising Basics
 - <https://craftingastrategy.com/fundraising-basics-sec-rule-504>
- ❖ Video Presentation: Industry Level Disruption
 - <https://craftingastrategy.com/core-curriculum/business-model>
- ❖ White Paper: Innovative Revenue Models – More than a Mug Club
 - <https://craftingastrategy.com/more-mug-club>
- ❖ White Paper: Management Criteria for Effective Innovation
 - <https://craftingastrategy.com/management-criteria-effective-innovation>
- ❖ White Paper: What is Bankability?
 - <https://craftingastrategy.com/what-bankability>

- ❖ White Paper: Death of The Business Plan
 - <https://craftingastrategy.com/death-business-plan>
- ❖ White Paper: Discovery Driven Planning
 - <https://craftingastrategy.com/discovery-driven-planning>
- ❖ STRATEGY ROADMAP
 - https://craftingastrategy.com/sites/default/files/Strategy_Roadmap.pdf