



Where Are You?  Where Do You Want To Go?  How Do You Get There?

Revenue	0 - \$500,000		\$500,000 - \$2 Million		\$2 Million - \$5 Million		\$5 Million - \$10 Million	
Business Model	Microbrewery (Production Facility)		Microbrewery (Production Facility)		Microbrewery (Production Facility)		Regional Craft Brewery (Production Facility)	
Barrels Of Production	0-2,400		2,400 – 7,500		7,500 – 15,000		15,000 – 30,000	
Core Financial Benchmarks (Source – Rmas)	<a href="#">Working Capital Turnover</a>	17.5	<a href="#">Working Capital Turnover</a>	11.3	<a href="#">Working Capital Turnover</a>	16.3	<a href="#">Working Capital Turnover</a>	
	<a href="#">Asset Turnover</a>	1.65	<a href="#">Asset Turnover</a>	1.29	<a href="#">Asset Turnover</a>	1.24	<a href="#">Asset Turnover</a>	1.72
	(% Profits Before Taxes)/Tot. Assets	3.8	(% Profits Before Taxes)/Tot. Assets	9.4	(% Profits Before Taxes)/Tot. Assets	9.7	(% Profits Before Taxes)/Tot. Assets	12.8
	<a href="#">(EBIT)/Interest</a>	2.9	<a href="#">(EBIT)/Interest</a>		<a href="#">(EBIT)/Interest</a>	5.0	<a href="#">(EBIT)/Interest</a>	7.4
Some Typical Strategic Challenges	Fund Raising, Regulatory Filings Business Model Selection, Brand Identity, Recruiting Qualified Talent, Compensation Packages		Hiring, SG&A, Packaging, Warehousing, Distribution, Sales, Marketing, Cash Flow & Debt, HR Management, Developing Municipal Relationships		Facilities Expansion, Expand Overhead, Brand Community, Business Model Innovation, Leveraging Municipal Relationships		Storytelling, Banking, Geographic Expansion, Replicating Your Business Model, Clear And Replicable Go To Market Strategy, Control Systems	
A Sampling Of Strategic 'White Papers' Available To CAS Members	Value Chain Analysis And Innovation Fundraising Basics – SEC Rule 504 More Than A Mug Club Business Model Choices Hidden Costs To Equity Raises Level 3 Leadership Crafting A Leadership Style Strategic Control Systems Revenue Controls Rhythm & Operations Menu Engineering Brand Identity Worksheet		Management Criteria For Effective Innovation The Secret To Workplace Motivation What Is Warehousing, And Do I Need A Warehousing Strategy? Banks Will Listen, But Do You Want Them To? Building Brand Community What Is A Market Orientation? How To Find Free Money Bargaining Power With Distributors		What Beers Actually Make Us Money – An Analysis Of Contribution Margins? Additional Debt Or Equity – Don't Lose Your Business! Leverage Existing Assets How Do I Hire A Management Team? Unlock Municipal Black Box On Facilities Development Letting Go As A Leader		Industry Consolidation Consolidation Of Production Systems Standardizing Control Systems Differentiation Through Brand Community Banks Will Listen, And You Do Want Them To... Now It Is Your Brand Driving The Conversation Enhancing Your Storytelling	