



# The Face of Your Brewery:

## **CREATING TAPROOM CULTURE**

---



# Goals

- Identify techniques for maintaining company energy & enthusiasm through the day to day grind
- Define best practices for hiring the right team
- Recognize breweries around the world that have a clear, positive culture and brand; Discuss what they're successfully doing that we can replicate
- Understand how ongoing training measures, setting well-defined policies and procedures, and establishing regular team communication can make or break your culture
- Learn how to create and sustain a brewpub/taproom environment that will result in a strong, supportive team culture, one that will emanate on to customers and give them an experience they won't forget






# Interviewing for service jobs is often challenging -

## Interviewing Best Practices

- ❖ Ask some simple, direct ones to get to know the candidate.
  - ❖ What is your dream job?
- ❖ Don't be afraid to ask the tough questions...
- ❖ Test their knowledge -
  - ❖ about your brewpub/taproom
  - ❖ about craft beer in general
- ❖ Take time to find the best candidate
- ❖ Get others involved in the interview process. Obtain multiple viewpoints from others on your team

  
**Catawba Brewing Charlotte**  
 Evaluation Selection Sheet for interviews

**Communication skills/adaptability** - Is the candidate friendly & open-minded? Do they speak with clarity and confidence? What are their non-verbal cues like (good listeners, body language, etc.)? Will they be able to speak comfortably to all kinds of people - young, old, blue collar/white collar worker, craft beer novice, etc.?

**Customer service skills/experience** - Has the candidate worked for other breweries, beer bars, or in a similar service capacity? Does the candidate have other customer service skills that are transferable from other jobs?

**Reliability/Team Player** - Can the candidate demonstrate instances where they've worked well in a team environment? Do they have a history of switching from job to job or consistency in past work experience?

**Enthusiasm/positivity for Catawba beer & our company culture** - Is the candidate enthusiastic about the craft beer industry? Will this person be a good representative for our brand and our culture?

**Craft beer knowledge level** - Could this candidate describe the difference between various beer styles? Does this candidate know the stages of the brewing process?

**Rating Scale:** 1 =weak/below standards, 2=sufficient/OK, 3=Good/acceptable, 4=very good/above average, 5=Excellent

Name	Communication / Adaptability	Customer service	Reliability/ Team Player	Enthusiasm /Positivity	Craft beer knowledge	Comments
Bartender 1						
Bartender 2						
Bartender 3						

*Consider how you're finding the right recruits; what unique measures can you take to advertise or attract the right talent?*

### **Let's Discuss:**

*Does your brewpub/taproom have a defined interview process?*

*Who interviews candidates? Managers? Bartenders? Owners?*

*What are your biggest challenges in finding the right staff?*

### Sample interview questions

- Why do you like [insert brewpub name]?
- What do you think make us unique vs. other brewpubs and taprooms in our region?
- What kinds of customers do you like to service best? And switch that around – what kinds of customers are the most annoying and how do you handle that?



## Service Industry Hiring: Who represents the face of your brewery?



### *Considerations for Your Brewpub or Taproom*

Who's the face of your brewery?

How do these faces represent your brand, your beer, and the experience your brewery wants to showcase?

How can you merge the talents of each of your faces to ensure a positive culture and create a unique team?

Describe your target customer.

How will the people you hire interact with and service that target customer to give them the best possible experience?





# Breweries around the world and their cultures



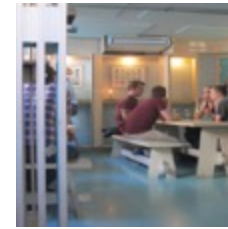
BrewDog  
Aberdeen, Scotland  
Founded 2007



Hofbräuhaus  
Munich, Germany  
Founded 1589



Pilsner Urquell  
Plzen, Czech Republic  
Founded 1842



Mikkeller Bar  
Copenhagen,  
Denmark  
Founded 2006



Dogfish Head  
Milton, DE  
Founded 1995

## Let's Discuss....

Give me some names of other breweries that immediately come to your mind when you think about ones that have clear, successful cultures?

What are they doing that's different?

## Videos:

<https://www.youtube.com/watch?v=Wmq7KICbdYM>

<https://youtu.be/IAC1IaMO8CQ>, BrewDog

<https://youtu.be/Q06hyKBX0zg> - BrewDog

<https://youtu.be/ahf78HBFpAQ> - Brooklyn Brewery

<https://youtu.be/1cLWmkXRm-g> - Tapping Pilsner Urquell




Brooklyn Brewery  
Brooklyn, NY  
Founded 1988





# Day-to-Day Operations Discussion

- Checklists - are they used?
- Policies & Procedures – Do you have written handbooks in place?
- Staff Training – new staff, ongoing training measures, company-wide, location-specific
- Team Communications – team meetings? Updates to staff?
- Common Strengths & Weaknesses of brewpub/taproom businesses you've observed



**Staff Attendance Guidelines and Procedures**  
Catawba Brewing, Charlotte Taproom  
933 Louise Ave Suite 105, Charlotte, NC 28204

Sick policy

You must call the manager-on-duty first to inform them as soon as possible, ideally at least 24 hours before your shift, if you're not going to be able to work an upcoming shift.

You should then immediately give-up your shift on [Schedulefly](#), and send out a note to all staff via the [Schedulefly](#) message board so that someone else can ideally pick up your shift.

Employee Breaks

At Catawba Brewing in Charlotte, average shift lengths are between 6 and 9 hours.

We always recommend that eat something prior to the start of any shift, but you are eligible to take a [20-30 minute](#) break during any shift over 8 hours in length.

You are expected to be flexible and accommodating as to the time you take your break, as your break time will depend on how busy the taproom is at any given time.

On Saturdays, we occasionally schedule a longer 2pm-12am shift. Bartenders who work that shift will generally get a 30-minute break throughout the shift as well as a 15-minute rest break at another point.

*Please note: If while you're on break you see a group coming in, or any customers waiting to be served, you are expected to step back behind the bar to serve them, and you should regularly be looking out for that while you're on break.*

## BEER SERVER


*Training*


## FOR BREWPUBS

A MANUAL FOR HIRING, TRAINING  
& RETAINING GREAT PEOPLE

Content created by the Brewers Server Training Manual Subcommittee:  
Larry Chase, Tom Degan, Greg Johnson, Dennis Macchia,  
and Sebastian Wolfson.

Collaborative author: Louis Lodge  
Brewers Association License: Tom Elmer





**FRIKI TIKI**  
IPA SERIES

**SPECIALTY SERIES**  
YEAR ROUND

HOPS:	ALCOHOL:	BITTERNESS:	COLOR:	GRAVITY:	BREWED:
Citra / Cascade / Simcoe	6.5% ABV	60 IBU	4 SRM	13.5° PLATO	SINCE 2017
MALT: 2 Row Pale / Crystal	<i>Phosphor</i>				
OTHER: Fruit Additions					

PACKAGING	DESCRIPTION
1/6 BARREL YES	This series of fruited IPAs began in our Asheville South Slope pilot brewery, where they consistently ranked among our fastest-selling Small Batch beers. Ripe citrus and tropical fruit flavors marry perfectly with the aroma and flavor notes of fresh Viest Coast hops. Brewed with flaked wheat in the mash, these India Pale Ales feature the soft mouthfeel and juicy character associated with New England IPAs. The hop profile for each FRIKI TIKI release is carefully chosen to complement a massive addition of real fruit. Seasonal fruit selections vary between batches to ensure optimal freshness, showcasing the tropical and citrus-forward character of each IPA, always light in body and incredibly drinkable.

FRIKI TIKI beers are released in 30-barrel batches, with the brew calendar set 3-6 months in advance. Contact your local Catawba Representative for more information on upcoming releases.