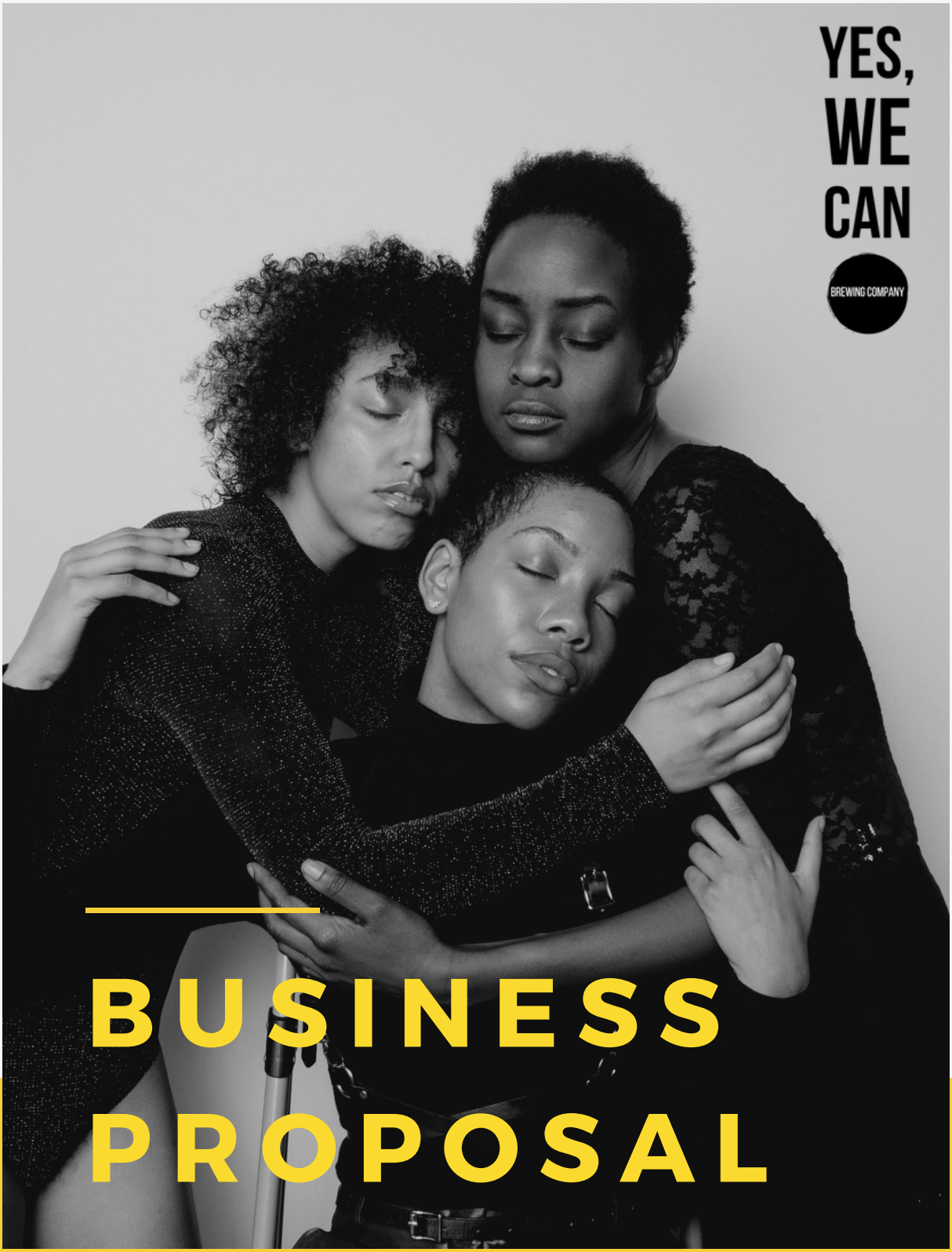

BUSINESS PROPOSAL

MARCH • 29 • 2019

MADISON MURPHY
FOUNDER OF YES, WE CAN! BREWING COMPANY

ALL PHOTOS UNLESS DIRECTLY CITED BY YASMIN MURPHY

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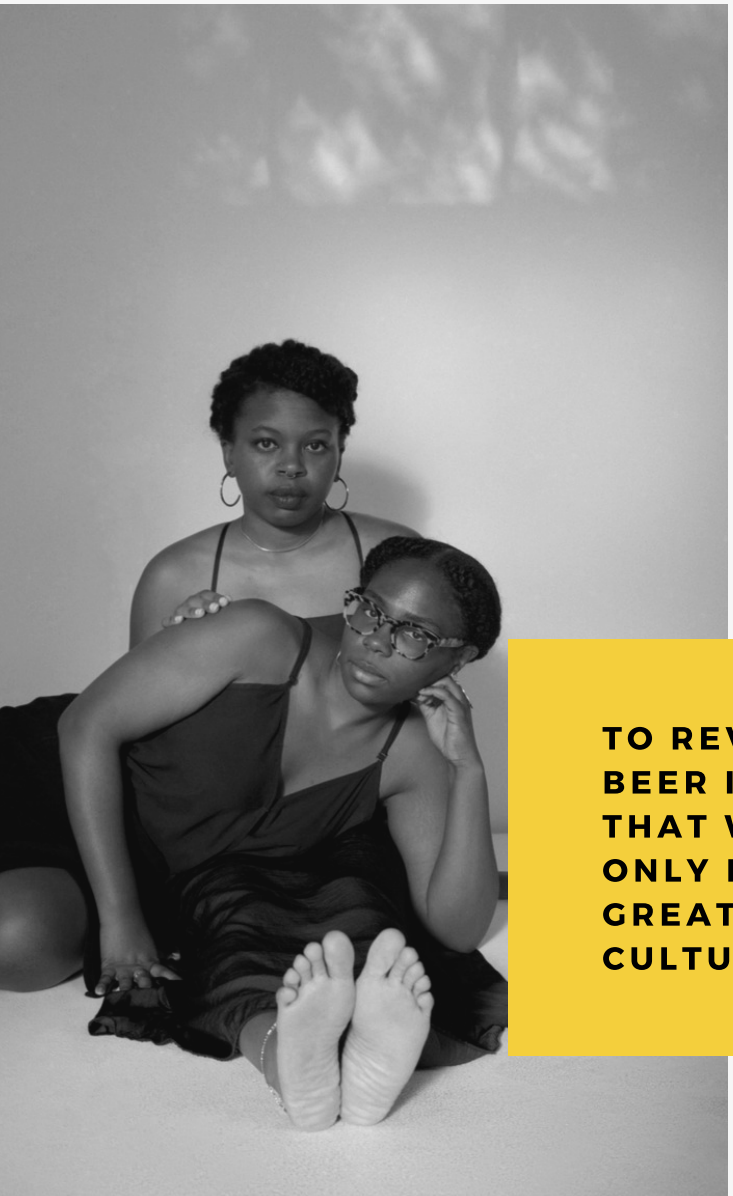
ABOUT THE COMPANY



Yes, We Can! Brewing Company is a minority owned and operated small batch microbrewery for black women, by black women. The brewery aims to change the narrative of women of color in the craft beer industry by creating unparalleled quality beverages that empower this underserved market. Yes, We Can! is blazing the trail by paying homage to the original trailblazers, crafting beer as complex as the women on our labels.

TO REVOLUTIONIZE THE CRAFT BEER INDUSTRY BY PROVING THAT WOMEN OF COLOR NOT ONLY HAVE A PLACE AMONG THE GREATS BUT A PLACE AMONG THE CULTURE.

EXECUTIVE SUMMARY

Yes, We Can! Brewing Company is a minority owned and operated small batch microbrewery that will function as a limited liability corporation with the goal of meeting our target market where they are at. The brewery aims to change the narrative of women of color in the craft beer industry by creating unparalleled quality beverages that empower this underserved market to give craft beer a chance. From Mae Jemison, the first African American female astronaut to travel to space to Bessie Coleman, the first African American woman to hold a pilot license, each can's label will tell the story of black female achievement. It may seem like a small gesture but at Yes, We Can! we feel that in doing so, women of color will be more inclined and empowered to choose craft beer. With a location in Brooklyn, New York, the brewery will serve neighborhoods that have a thriving affluent African American community. At Yes, We Can!, we plan to make our products most visible in the spaces that our target market inhabits—at the events and gatherings that deliberately uplift the black experience.

We will initially produce six core beers: a Barrel-Aged Sour, a Milkshake IPA, a New England IPA, a fruit Wheat, a Coffee Milk Stout, a floral Saison, and a citrus Belgian. By offering a wide flavor profile of beers, we plan to appeal to a diverse set of tastes. This is especially crucial when extending into a new market. In the next five years, however, the brewery will expand the breadth of beers offered, paying particular attention to the availability of locally sourced ingredients as well as feedback of the target demographic. While the taproom is of the utmost importance for the success of the brewery, we plan to put more focus of going out and meeting our target customers where they are at, whether that be at music festivals, beer festivals, or niche specific events. We plan to place our focus on outreach for two main reasons:

- In an effort to create an inclusive space for an underserved market, we must first gain popularity within that designated market. Because there is not an established relationships with breweries and women of color, our main priority is to distribute a product that introduces these women to the craft beer scene. We plan to intentionally place our products in predominantly black spaces and events to garner a following. Once we have support for the community, we can shift our focus to the tangible space for customers. The brewery hopes to avoid reinforcing the idea that once a brewery opens, the same demographic of clientele will flock. We aim to set a new precedent; that when a brewery opens its doors, it's an open invite for anyone and everyone regardless of your gender or race.

EXECUTIVE SUMMARY

- Our cans are our selling point. While having a taproom will increase revenue, we are investing in the cans and labels of our products to tell a story. To appeal to women of color, we need to have their history reflected back to them. If we want our cans to speak for us, we have to give them the space to do so. Our main marketing tactics are placing our cans in customers' hands at specific events and building brand recognition.

This reasoning does not mean Yes, We Can! plans to neglect the taproom experience. We fully plan to create a physical space that attracts the interest of our target market. However, to maintain the integrity of our mission, our first goal is outreach. A successful outreach will have a trickle down effect, not only creating awareness for our target market but also driving traffic to the permanent location.

RAISE A 'CAN' TO THE WOMEN WHOSE PAST HAVE PAVED A WAY FOR OUR FUTURE.



COMPANY OVERVIEW

A Brief Introduction

Yes, We Can! Brewing Company is a grassroots effort that realized something is missing from the craft beer industry in both operation and consumption—diversity, particularly among the intersectional identity of women of color. But why is there a drastic disparity in who drinks craft beer and who does not? Simply put, the industry has a long-standing stigma of being of a "boys' only club", where the boys are typically white, bearded, and flannel clad. Once you have been to one brewery, you have been to them all in terms of what the clientele looks like. After comprehensive research, Yes, We Can! Brewing Company determined that the evident lack of diversity is not about taste preferences but instead is a largely systemic issue built on unconscious biases. We are living in a world of increased diversity, with demographics shifting each day. Now is the time for the craft beer scene to diversify or face the repercussions of a market on the brink of saturation.

Mission Statement

Yes, We Can! Brewing Company: To revolutionize the craft beer industry by proving that women of color not only have a place among the greats but a place among the culture. In history, women of color share a spot with the overlooked and forgotten. On our label, their stories come to life. These heroines deserve our label and more because when the naysayers said they could not, they proudly boasted "Yes, We Can!".

Vision Statement

CREATING A CULTURE OF INCLUSIVITY ONE CAN AT A TIME



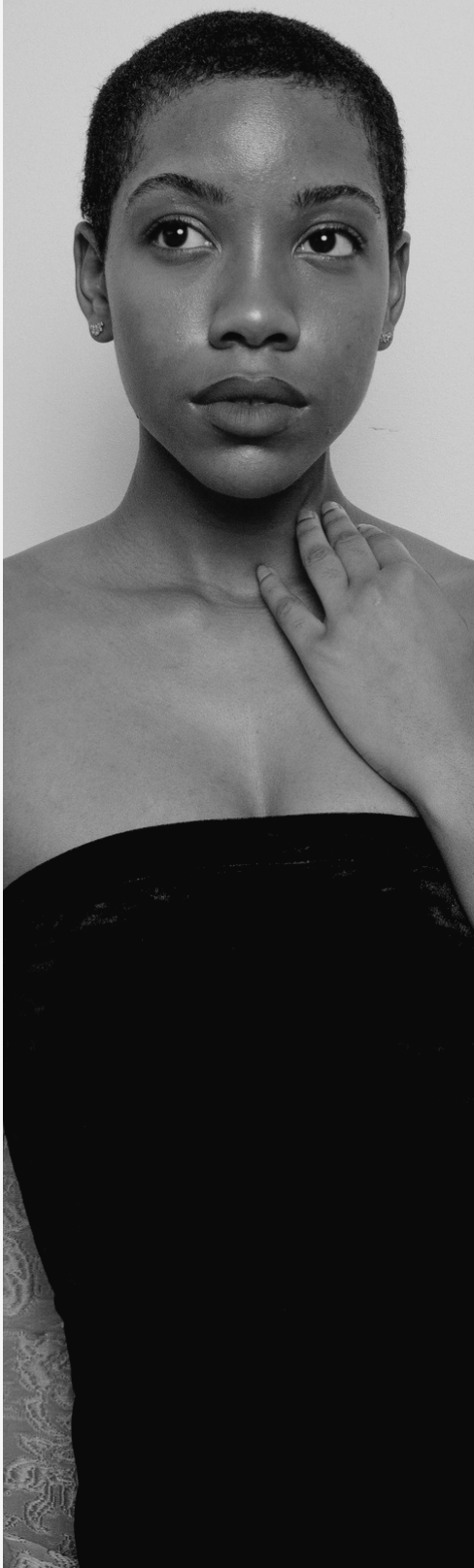
COMPANY OVERVIEW

Goals & Objectives

The craft beer industry had an explosive start in the United States. Now as sales begin to slow and the market plateaus, it is no surprise that more breweries are looking to diversify their drinkers. Taste is not barring the door for women, and particularly women of color, from stepping foot into taprooms across the country. It's history, or the lack thereof. Women of color do not see their narrative, their history, their stories reflected in the brewing industry. To combat this exclusion, Yes, We Can! plans to capture the attention of untapped and underrepresented market by:

- Changing the narrative. People want to feel connected to the brand they purchase but given the tumultuous past and blatant exclusivity, most women of color do not feel included, welcomed, or valued in that space. As such, Yes, We Can! wraps its aluminum cans in the **history that reflects its target market**. Each new beer will be **named after a woman of color, celebrating her achievement to society**. The back label will tell the full story who she is and **how she changed the world, paying homage and respect to many unsung heroes.**

- Eradicating the rhetoric that women and especially women of color will not drink "good" beer. This baseless argument only further reinforces the stereotype that beer consumption is accessible only for the white male majority. Instead of dismissing an entire market based on an untested claim of taste preference, we plan to show that this **market has potential**. It's the same conversation that has surrounded the rise of female brewers. These women have only recently began to debunk the myths associated with gender and brewing. Craft beer **can no longer afford to ostracize a potential market** because a lack of information.



COMPANY OVERVIEW

Goals & Objectives (Continued)

- Committing our company to enhancing the flavor profile of the operation side of the industry. It is time we **add some spice to who is doing the brewing**. At Yes, We Can! we will promote diversity and inclusion from **can to brewer**. We plan to hire a diverse staff that will mirror the desired clientele of our brewery. We will prove that **diversity of experience, thought, and background are worth in investing in**. We will cultivate the next generation of brewers—a generation that appreciates the diverse flavors of life.

- Investing in the community. We plan to make our beer visible in the communities of our target demographic while **standing for something women of color can rally behind**. We strive to **uplift voices, uplift histories, uplift souls.** To remain socially conscious, Yes, We Can! will partner with organizations and events that work for betterment of the communities that have impacted the lives of our staff, patrons, and broader community.

Yes, We Can! is seeking investors to help fund our culture shifting, diversity-focused microbrewery. The following business plan will demonstrate exactly how Yes, We Can! will not only differentiate themselves in an industry that is fast approaching maturation but also prove that there is value in untapped markets if fueled by intentionality and with that consumer's story in mind.

YES, WE CAN BREWING COMPANY



PRODUCT DESCRIPTION

Given the exclusionary nature of the craft beer industry thus far, our target market of women of color may not be as well versed in the product offerings available to them in the craft beer landscape. While there is not much evidence done in terms of taste preferences based on racial demographics, Caitlyn Battaglia, one of Nielsen's Beverage Alcohol Practice Area managers, indicated that an opportunity to expand to female consumers is with "crisp, fruity or juicy/hazy profiles" (Brewbound). Although considered a staple among the male demographic of craft beer drinkers, female consumers are less keen on "typical IPA profiles but their interest is growing in New England-style IPAs."

As Battaglia puts it, this style of IPA is a step toward "[bridging] the IPA gap" for female drinkers. With this information, at Yes, We Can! we have created a product mix that offers fruit and floral forward beers perfectly aligned with female consumers' preferences. To "bridge the IPA gap" within our own repertoire of products, we plan to introduce two IPAs: a milkshake IPA and a New-England style IPA. Both styes are known for being hazy and juicy, offering tropical notes and aromas of sweetness. Our IPAs aside, our other beers will be a mosaic of flavors profiles. At Yes, We Can!, we want our beers to be as complex and diverse as the trailblazing women on our labels.

OUR PRODUCT MIX

Our product mix will start as a six unique and distinctively different beers that align with tastes preferences for women. Our beers include:

- Milkshake IPA - With the added lactose sugar, this smooth and creamy beer produces hints of lemon and vanilla brewed with Centennial hops.
- New England IPA - A hazy, juicy New England IPA fermented with Cascade hops.
- Pomegranate Sour - A barrel-aged American sour fermented with pomegranate, grapefruit zest, and rosemary.
- Apricot Wheat - A summery, light wheat ale with notes of apricot and thyme.
- Coffee Milk Stout - A coffee stout fermented with cacao nibs and raspberries for a chocolate finish.
- Lavender Saison - A floral, earthy saison with a lavender forward flavor.
- Summer Belgian: A lemon and pepper Belgian with a distinct flavor from Kazbek hops.



THE 'CAN' YES, WE CAN!

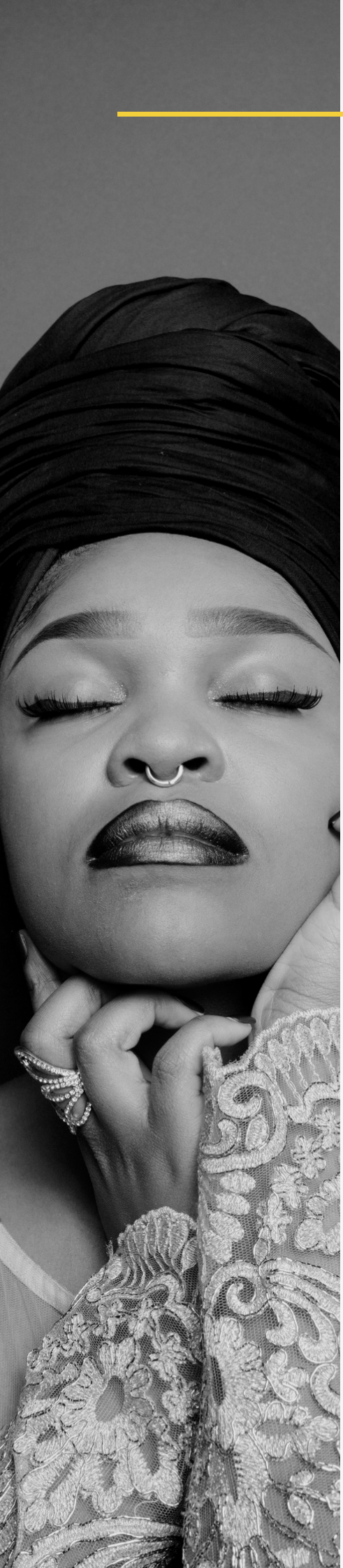
Bottled beer is quickly becoming a thing of the past. According to BrewBound, “cans now have 57 percent of total beer dollar share and account for two-thirds of the volume” (Brewbound). With only 15 percent of craft beer drinkers indicating they would NOT buy an aluminum canned beer, Nielsen’s Danny Brager’s argument that “canned beer is on pace to outsell bottled beer within three year” rings true to the trend. The use of canned beer supports the longevity of our company’s overall goals. Because Yes, We Can! plans to work with festivals and other events, we cannot be constrained by our packaging. Some venues, particularly public outdoor spaces, prohibit the use of glass packaging for the safety of attendees. To avoid the risk, aluminums cans are a must. They also serve as a 100% recyclable option unlike glass containers. In a global effort to be more conscience of our footprint on earth, Yes, We Can! is doing our part by strictly using recyclable aluminum cans.

As mentioned in the company overview, our cans are part of our selling point. The aesthetics of the can and the heroines we choose to the feature will be what excites our craft drinkers most. We want those who crack open one of our cans to appreciate the history steeped into each beer. Highlighting stories of unsung women of color shows that we are taking the time, effort, and level of intentionality to tell our customers that representation matters—that they matter.

THE 'CAN' IN YES, WE CAN!

A MOCK UP OF THE DESIGN



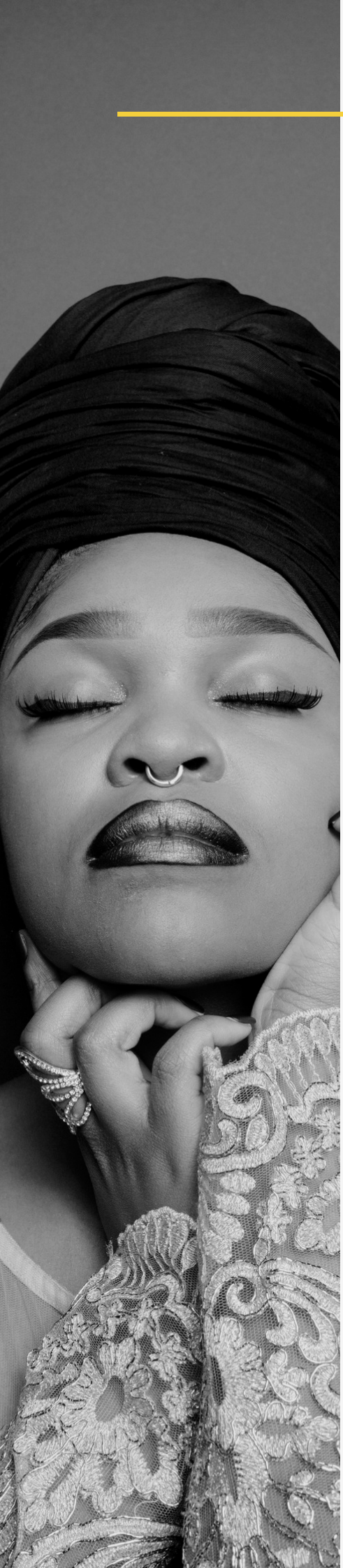


MARKET ANALYSIS

A Look at the Industry

As one of the world's most popular alcoholic beverages, the beer industry market has always had a narrow scope. Beer has a long standing history in the bars and homes of citizens in the United States. However, it is a history stained with marketing solely to a white, male dominated demographic using women as props for objectification. Microbreweries and craft beer taprooms have fallen prey to attracting a more "refined" version of the aforementioned demographic. It's a demographic that is still largely monolithic. Now, however, the desired functional attributes of beer are less about fulfilling the "Good Ole Boy" mentality or being a game day necessity from Big Beer Corporations. Instead, the trend is quality, complex flavor palettes, and "mouth feel" seen in craft beer. This rise in craft beer is a call to action as more consumers demand quality over mass production.

Despite its selective reach, the craft beer industry has been on the rise, so much so that the number of craft breweries doubled from the years 2013 to 2017 alone (Driscoll). Overall, the beer industry contributed nearly $76.2 billion to the US economy and over 500,000 jobs in the latter year (Watson). The industry continues to sit comfortably in the growth point in its life cycle only poised to plateau in later years due to market saturation. Yes, We Can! will clearly be entering the industry after the industry experienced significant growth over the course of five years. This increase has been demonstrated through the estimated $6.8 billion in revenue and a growth rate of 2.0% in the year 2018 (IBISWorld).

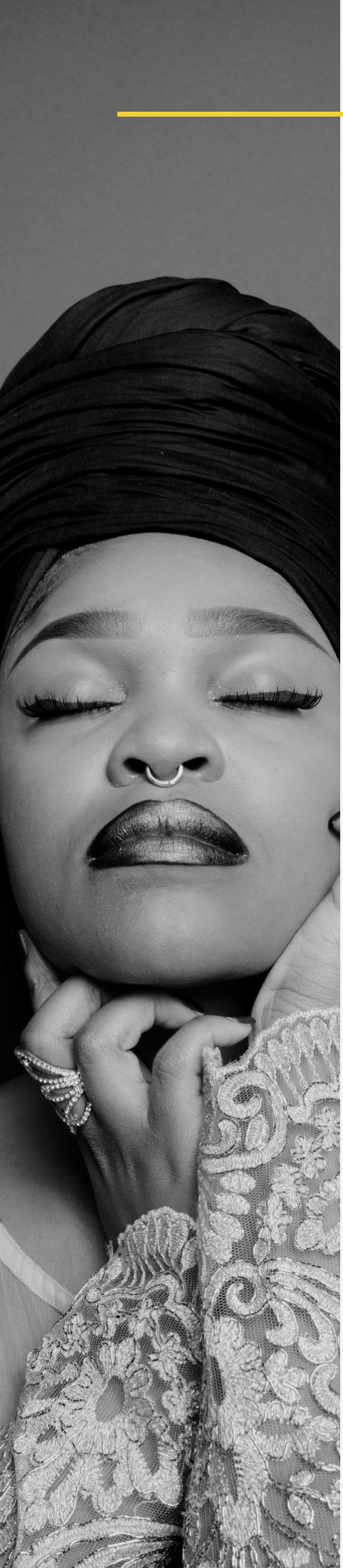


MARKET ANALYSIS

The Drinkers

Intersectionality, a term first coined by law professor and social theorist, Kimberle Crenshaw in 1989, conceptualizes the premise that our identities in regards to race, class, gender, etc. are deeply interconnected (Alemán). Discrimination and disadvantages are not based solely on one identify but the whole part of who a person is. To state it bluntly, women of color are put at an increased disadvantage at entering the industry because of the dual nature of their identities. There are not many people of color in the beer industry. There are not many women in the beer industry. Therefore, there is definitely not going to be many, if any, women of color in the beer industry based solely on the nature of intersectional identities.

The number of minority craft drinkers is in fact growing. However, this is only “because the total population of craft drinkers is growing, not because crafter drinkers are getting more diverse along racial lines” (Watson). In a recent study, Nielsen Media Research concluded that “black drinkers compose 11.2% of the US population, they consume only 3.7% of the country’s craft beer. Compare that with the 80% of craft beer guzzled by whites, who make up 60% of the population” (Infante). This study is direct proof of the widening divide in the craft beer industry. With market saturation looming in the new future, if breweries do not proactively explore new markets and attract new audiences, it will be the industry’s undoing.

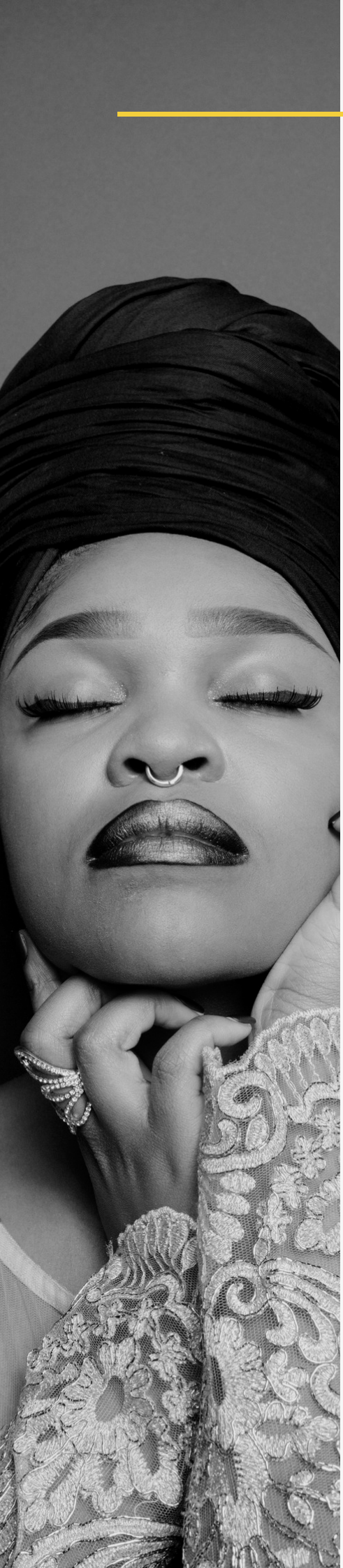


MARKET ANALYSIS

The Drinkers

One fundamental question to examine is whether this underserved market even realizes that it is being underserved. Because women of color have largely been excluded from the craft beer industry, is there demand amongst that community?

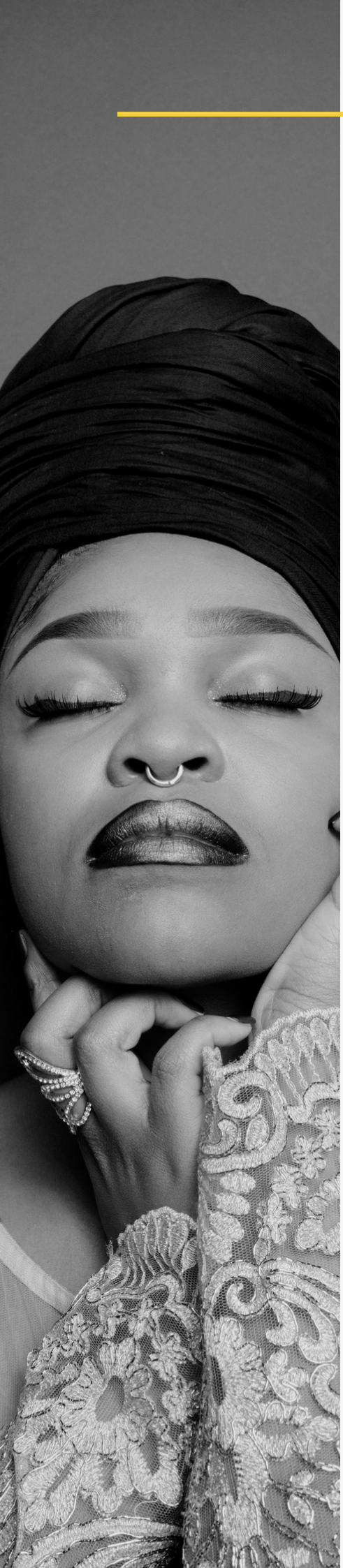
The disparity in the served and the underserved is two fold: brewers do not know how to connect with a more diverse market and the diverse market is not showing viable signs of demand. Working under this conclusion, Yes, We Can! does not plan to satisfy demand but instead first create demand for a market that does not necessarily realize what it is missing. Yes, We Can! will create demand in a diverse market through a comprehensive marketing plan detailed in the later sections.



MARKET ANALYSIS

The Brewers

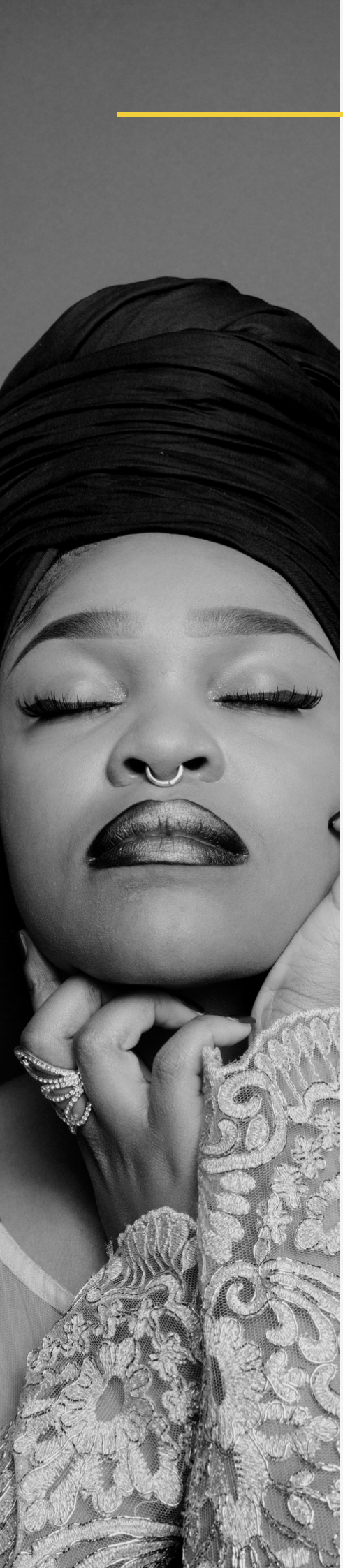
The homogeneous nature of the craft beer is not only prevalent in consumption but also in the brewing process itself. Contrary to most up and coming brewers, the two (consumption and operation) are deeply intertwined. You do not have to look far into human psychology and consumer behavior to see that we, as individuals, tend to surround ourselves with those that are like us, whether that be race, gender, or religion (McLeod). We feel more comfortable around others who look like us, who have shared experiences, who have shared values. The same logic sheds light on why there is a lack of diversity in the craft beer culture. Being largely dominated by white males, others can easily feel alienated in such a setting. Even in the business side of the business, beer drinkers of color rarely see diversity in the beer they love. According Black Brew Culture, the online magazine dedicated to improving the status of black people in the craft beer scene, out of "more than 6,300 independent U.S. breweries, only about 50 are black-owned. That's less than 1 percent" (O'Driscoll). Not only are minorities not seeing their people represented in who drinks beer but they also are not seeing it in who brews the beer either. To make matters more challenging, black brewers "are missing out on massive amount of marketing—and drinkers' dollars—generated by conglomerates such as Anheuser-Busch, MillerCoors, and Heineken, which produce "craft favorites such as Good Island, Blue Moon, and Lagunitas, respectively" (Rotham).



MARKET ANALYSIS

The Brewers

In the podcast “Good Beer Hunting” host, Michael Kinser, makes the assertion that breweries would rather exhaust geographic factors rather than reaching for a new, unfamiliar market (Good Beer Hunting). These breweries are too deeply penetrated into the original home markets, often unwilling or unsure how to extend beyond. Without a deep understanding of the community or new market, it is extremely difficult to tap into and so most do not. In order to invite others in, breweries need to be intentional about who has a seat at the table because representation matters.



MARKET ANALYSIS

Changing Demographics

There is good news. The landscape of the craft beer scene is seeing some positive changes in the country. The total number of women drinking craft beer actually increased about 5% in the last three years (Watson). Unlike minority drinkers, women are enjoying the industry at a rate that is consistent with the overall percentages in the population. Even still this increase is due mainly to particular progressive local markets that are having more success in welcoming women.

Turns out, Yes, We Can! is not the only one that sees a definite issue in the inclusivity of the lucrative industry. In mid-February of 2019, the not-for-profit association dedicated to protecting and promoting small, independent breweries, the Brewers Association, launched a program that award grants to fund events that “intentionally promote and foster a more diverse and inclusive craft beer community” (Brewers Association). That has not been the only initiative to combat the increased disparity in diversity. Since the genesis of its own diversity committee in 2017, the Brewers Association has proactively implemented “programs designed to cultivate conversation and action” including hiring J. Nikol Jackson-Beckham, Ph.D. to serve as the diversity ambassador, creating diversity focused resources for the association's members and sponsoring the nation’s first black brew festival, 2018 Fresh Fest (Brewers Association). Through such programming, the association has attempted to answer a multifaceted, systemic problem that is becoming increasingly more indisputable. But is it enough? That’s the question surrounding the inception of Yes, We Can!. Given the history and current climate of the craft beer scene, our company wants to ensure that people of color are interested in the industry in the first place. Such programming can only yield fruitful results if there is buy in from the target demographic.

COMPETITIVE ANALYSIS

Current Environment

Because the craft beer industry is a subset of a larger corporate macro breweries, Yes, We Can! like many microbreweries across the country have to compete on a national level. This rampant and unavoidable competition is why the craft beer scene only makes up a small portion of the total market share concentration (IBISWorld). Even non beer drinkers recognize companies like Molson Coors Brewing Company and Anheuser-Busch InBev SA/NV as major players in the beer industry as a whole. The domination of the market is largely attributed to the top four macro breweries that generating 67.6% of the total revenue in 2018 (IBISWorld). Microbreweries are exactly what's in the name—micro. To be considered craft, a microbrewery produces less than 6.0 million barrels a year (Brewers Association). This is mainly seen as a way to ensure the integrity and quality of the brand. It also happens to be the main driving factor as to why the craft beer industry has been on the rise. Craft brewers, although small, are able to meet the niche needs of its patrons in a way that corporate macro breweries cannot. Craft breweries are on trend with customers' growing need for less mass production and more personalization. Craft beer plays on consumers' infatuation with scarcity, often distributing to specific local regions or carrying a low volume of a given product. Quality assurance that the major players cannot provide due to operation size and product inventory is the essence of craft beer's sustainable competitive advantage.

Localized Competition

Craft beer has become notorious for taking over neighborhoods across the country. Cities like Portland, Maine, Boulder, Colorado, and Asheville, North Carolina have become hubs with high concentrations of breweries per capita (McCarthy). To many, this may trigger oversaturation, however, this is not necessarily the trend for microbreweries. What has been helpful in areas with a high concentration of breweries is that while there are loyal "regulars", what draws craft drinkers to these areas is getting to try different beers from a variety of breweries, all with their own unique personality.

Yes, We Can! will be entering the 5th largest city for craft breweries: New York City (see Figure 1.1).

COMPETITIVE ANALYSIS

Localized Competition (Continued)

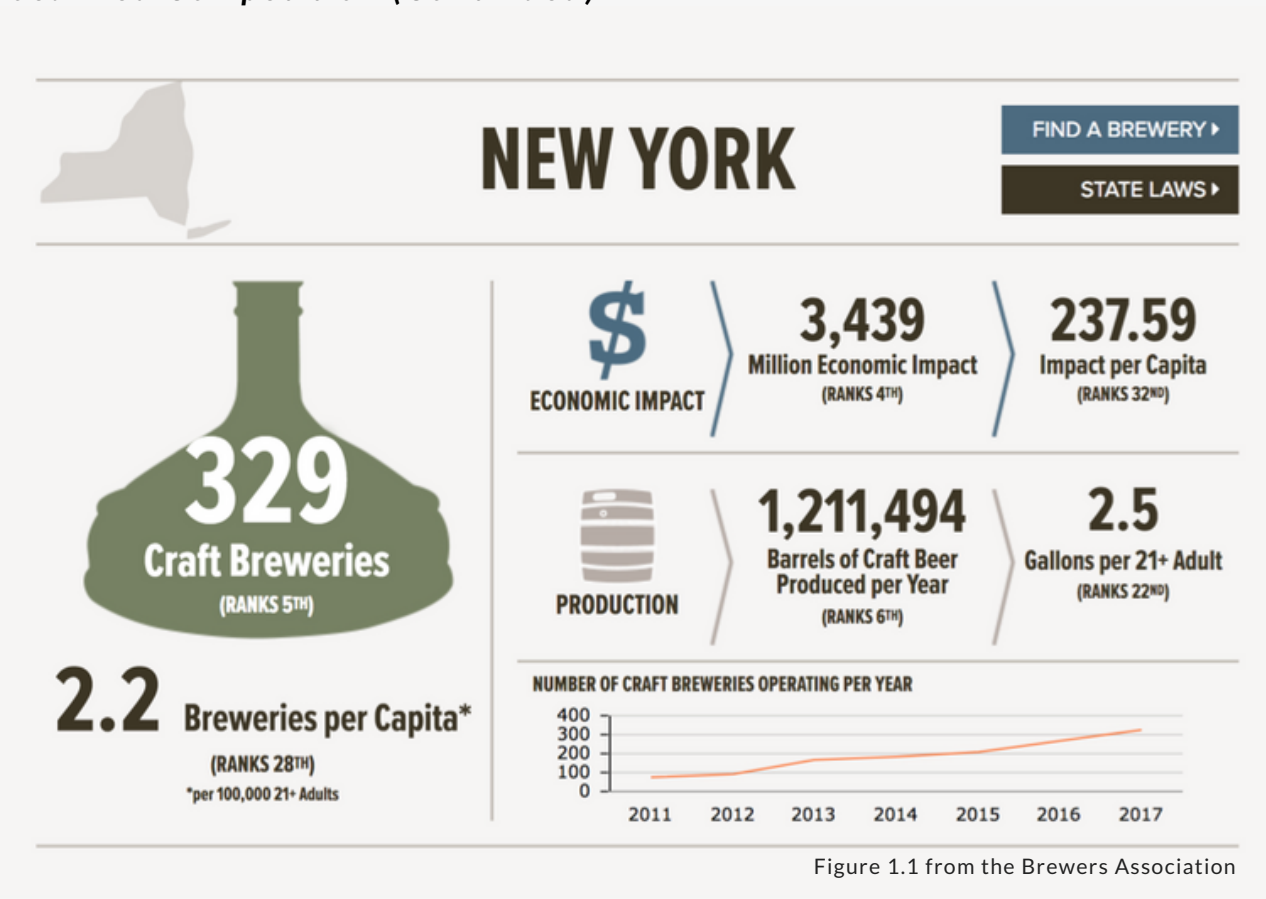


Figure 1.1 from the Brewers Association

Based on number, the market is fairly saturated, however, taking into consideration the low switching cost and general excitement for new breweries, Yes, We Can! does has concluded that entering this market will not be a hindrance. If anything, the main challenge Yes, We Can! will face is gaining the trust and support from the community.

While rare, a black female owned and operated craft brewery is not a new idea. Celeste Beatty, an African American woman, opened her one-woman operation of Harlem Brewing Company in Harlem, New York City (O'Connor). After falling in love with home brewing, she put her skills to the test and launched her operation. Her company has served as a great model for Yes, We Can! for its humble beginnings and serving as a trailblazer in craft scene in Harlem. Her company has no doubt introduced craft beer to the African American community in the historic neighborhood. At Yes, We Can! we plan to differentiate our company by not simply bringing beer to a new area but truly rewriting the narrative of who the beer is for. Like Harlem Brewing Company, we want to actively invest in our community and serve as a representation of the future of beer culture.

COMPETITIVE ANALYSIS

Localized Competition (Continued)

As mentioned in the company overview, we plan to not just sell beer but tell a story—a story we hope that resonates with women of color and encourages them to engage with craft beer in a new way. We plan to go beyond the surface level and promote empowerment for our customers.

Other Threats of Competition

Besides major macro breweries, other competition still looms in the background. Alcoholic beverages like wine, wine coolers, champagne, and liquor have a stake in the market share so much so wine and liquor wholesale incurs nearly $104 billion (IBISWorld). Non-alcoholic beverages such as soft drinks, bottled water, sports drinks and more can be seen as competition serving as a substitute for alcohol in general. There are has been significant concern that the legalization of recreational marijuana will serve as a competitor to craft beer as well. However, Chief Economist of the Brewers Association, Bart Watson, argues that there has yet to be any evidence as such at least in the short term (Watson). With only 11 states that have passed the legalization of cannabis, the effects have not been cause for concern yet.

BUSINESS STRUCTURE & OPERATIONS PLAN

Business Structure

Yes, We Can! will function as a limited liability corporation (LLC). This is not uncommon in the brewing industry as an LLC offers flexibility in the capital structure and freedom of double-taxation. As a small, local start-up with limited resources, we want to protect our members from the burden of sole financial liability. Such an enterprise enables the autonomy of our members to define how the business is run. Our prerogative is to remain congruent to the nature of a craft brewery by definition—being small and independent. The Brewers Association defines independent as "less than 25 percent of the craft brewery is owned and controlled (or equivalent economic interest) by a beverage alcohol industry member that is not itself a craft brewer" (Brewers Association). This definition is facilitated well in an LLC because of the aforementioned; there is freedom to dictate the business functions. The members are majority of brewery professionals and therefore cannot only offer expertise but also unconventionality. Without the restriction of formalities, members can choose how to structure meetings, reporting, and voting. Finally, forming an LLC is the state of New York is more affordable than some may realize, especially given the nature of the current real estate landscape. In New York, "there are no large franchise taxes to worry about, and the costs to keep your business in good standing are very reasonable" (New York LLC). The expansive local business scene in New York is a testament to the ease and lower cost of starting and maintaining an LLC. Yes, We Can! plans to reap these benefits to further add to the local business growth within the state.

BUSINESS STRUCTURE & OPERATIONS PLAN

Location, Location, Location



Photo by Josh Wilburne on Unsplash

Yes, We Can! Brewing Company will target the New York City's most populous borough, Brooklyn, NYC. The second largest borough is home to 2.6 million citizens, 35.8% identifying as African American (Brooklyn Population 2019). In particular, the brewery will open in Bedford-Stuyvesant (Bed-Stuy). While the historic neighborhood of Bedford-Stuyvesant is known for its picturesque brownstones and quintessential New York charm, this area was specifically chosen for its recognition of being a cultural hub for the close-knit African American community in Brooklyn. Unlike other iconic neighborhoods, Bed-Stuy will have lower real estate prices as more people flock to areas just outside the city.

There's no denying that real estate prices in New York City boroughs are on the rise, pushing out families that have lived in the area for generations. At Yes, We Can! we want to uplift the existing community by serving as a pillar of what diversity can achieve. As gentrification runs rampant in the entire city, there is an increasingly desperate need for local businesses to invest in the community that currently resides there.

BUSINESS STRUCTURE & OPERATIONS PLAN

Location, Location, Location



Photo by Josh Wilburne on Unsplash

In an effort to encourage entrepreneurial spirit in growing industries, the state on New York City offer financial incentives specifically within the craft beer industry such as "lowering fees and increasing the production cap for small breweries from 60,000 barrels to 75,000 barrels" (Nickerson). According to the offers of the CPA Journal, "no other state has done more to assist and promote the industry, as incentives originally designed for New York wineries have been expanded to encompass craft breweries, cider mills, and distilleries." (Nickerson). For instance, an exemption exacted in 2017 revolves around Brewer's Bond. Unlike most states, small brewers in New York City do not have to post any Brewer's Bond of "$1,000 for breweries with an expected excise tax liability of less than $50,000." (Nickerson).

Such incentives are yet another reason why Yes, We Can! plans to establish it's facilities in New York City. As a start-up, the brewery can capitalize on the lower fees, significantly cutting down initial costs. Such savings can in turn be reinvested in the brewery, allowing for increased quality of product.

BUSINESS STRUCTURE & OPERATIONS PLAN

A Seat at the Table: Management and Staffing

The owner of brewery will serve as one of the brewers with a small staff consisting of an additional brewmaster, communications coordinator, and a financial coordinator. With a small yet diverse staff, each team member is expected to wear many hats in the initial quarters to make up for the gaps in talent. For the communications coordinator, the employee will fill a dual role of managing marketing and sales. This means handling the promotional material, marketing communications plan, and outreach to local breweries, festivals, and events. The staff member filling this role will be able to adapt marketing programming and implement accordingly based on the customers and breweries this person interacts with on a daily basis. The financial coordinator will be responsible for managing the brewery's accounts in order to maximize wealth on a startup budget. In addition to the finances, this employee will also be expected to assist on clerical and administrative work. Both brewers will facilitate the brewing process as well as work front of house for the taproom. In addition to our executive team, we will procure talent from a local, freelance creative to serve as our graphic designer. Our can is the main focal point of our product and therefore will be crafted with the utmost care in order to propel our mission in an aesthetically pleasing manner. In the future, we plan to incorporate the graphic design role as a solidified salaried staff member. By keeping the staff relatively limited, we are significantly decreasing costs for employees. This will allow us to better allocate our resources to areas of greater importance such as equipment, leasing, and technology.

As mentioned throughout the plan, Yes, We Can! aims to be intentional on who has a seat at our table in an attempt to accurately reflect the target market. To gain the trust of our desired customer base, we must first show that we truly mean to do business differently. With a diverse team of people of color, we can garner the support of our respective communities and promote the diversification of the beer industry as a whole. Our firm believes that change will not occur if the same faces represent the brewing process. At Yes, We Can! we want our employees to be agents of change, proving that our passions and careers should not be limited by predetermined, societal categorizations of gender and race.

BUSINESS STRUCTURE & OPERATIONS PLAN

Operation Strategy

As a startup brewery, our operations will function at high initial costs to maintain the integrity of our product and our mission. We are cognizant of the fact that purchasing the necessary technology from suppliers, especially for equipment and technology, requires a hefty portion of our investment. However, these costs are vital to guarantee our mission comes to fruition. This investment will serve the company well into the future. In the following quarters, we will only require costs related to maintenance, which are significantly less expensive than purchasing an entire new piece of equipment. Starting small and working exclusively at festivals and local events enables the company to have more flexibility in the capacity at which we operate. Depending on which festivals we attend, we are awarded the ability to tailor our brewing capacity based on the needs of the festivals. We will not compromise the quality of our beer during any point of production. Brewing is a timely process and depending on the style, beers require different cycle times to main integrity in the flavor profile.

Being in a brewing hub of New York ensures that our beer production remains relatively local. Grains, and other raw materials, will be purchased by a New York based suppliers. When the brewing begins, grains are washed and prepared to be milled. During this process, our selected grain will be crushed up and added to hot water to produce the mash. The enzymes will quickly break down the mash to produce sugars. Once broken down into sugars, the mixture is separated in a process called lautering. The sugary liquid, also known as wort, is brought to a boil for sterilization for a couple of hours (1 to 2 hours). While boiling, hops are added. The type of hop used depends greatly on the flavor and style of beer. Once sufficiently boiled, the beer is cooled to produce the desired flavor. The beer will then be moved into sterile fermentation tanks where the aging process begins (Brewing Process). We plan on aging all of our beers no less than 3 months. We have allowed for a window of time because the aging of each beer is dependent on the style. For instance, as to not lose the fruity esters, the lavender saison we produce requires no aging time. Once fermented, we plan to force carbonate the beers just before packing them in our signature cans.

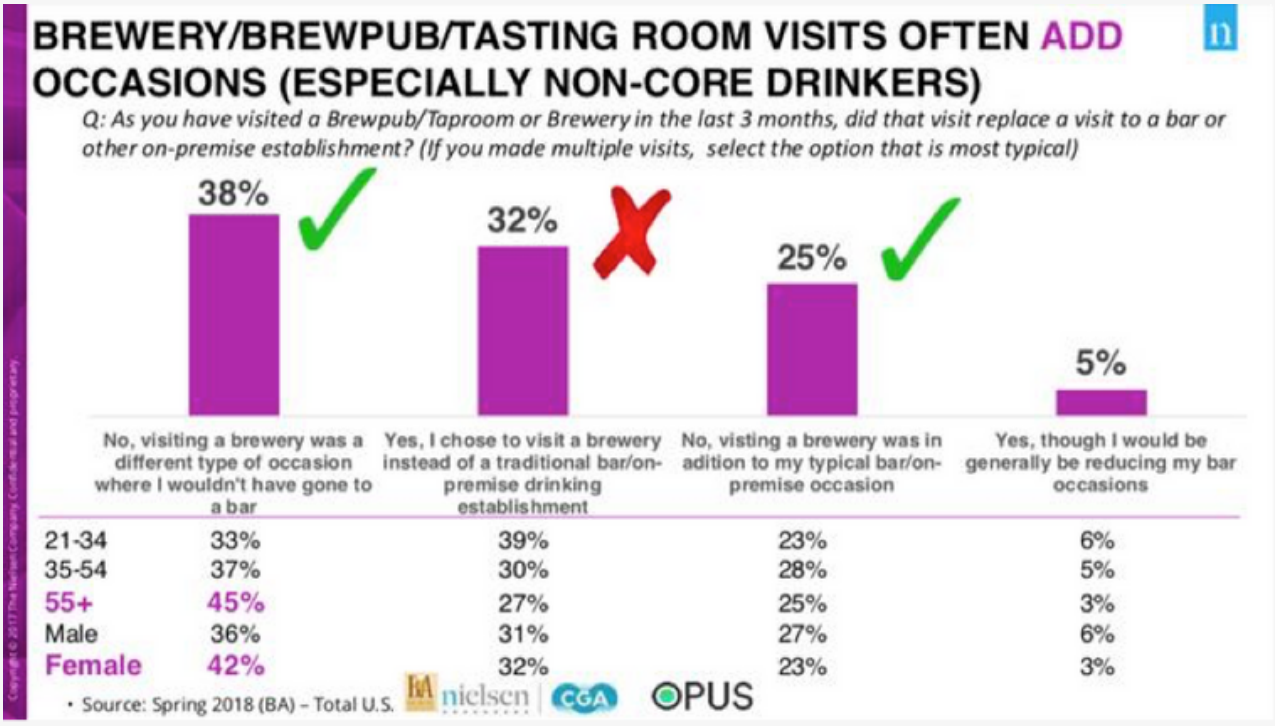
BUSINESS STRUCTURE & OPERATIONS PLAN

Scope of Operations

To ensure the utmost quality and precision, all of our operations will be supervised in-house with the varying expertise and skill offered from our team. The only exception will be the graphic design elements which be handled by a freelance designer. Even still, we do not see this as outsourcing. There is going to be an air of constant collaboration when working outside of our own capabilities with can design and aesthetics. The brewing, storage, and the distribution center will all come from within the same building. With the absence of a taproom, we plan to increase that amount of space used to conduct daily operations.

Something is Brewing

When targeting a very niche market, we have to create demand. This is the first priority for Yes, We Can!. In many ways, we are introducing craft beer to our market. Research shows that entering a physical taproom increases the likelihood of a customer making a purchase. A Nielsen study found that "30 percent of all craft consumers surveyed said they are drinking more craft beer due to visiting brewpubs or tasting rooms" (Brewbound). With this fact and other trends confirming this mindset, Yes, We Can! has every intention of maintaining a physical space for patrons.



THE NEW NARRATIVE
MARKETING PLAN

Target Market

As previously mentioned, Yes, We Can! will be specifically focusing on creating demand within a niche community for women of color. With the increased price paid for quality, we plan to target affluent women of color in the borough of Brooklyn and the surrounding area. Those with higher incomes are able to afford the luxury of top price craft beer. Unlike a traditional brewery, roaming to different festivals and events that elevate the black experience is a massive part of our platform. To create demand, we have to go to where are target market congregates. Such means include attending black beer festivals and aligning strategic partnerships with other black centered events. We also want to target women with the same like minded values fostering an inclusive environment for all and empowering women of color across the globe. We feel highlighting the story of trailblazers on our can will show that we too are committed to ensuring black female achievement is not only recognized but celebrated. Along those lines, our target market is one invested in the effort of female empowerment through an often overlooked narrative. These women are not one dimensional but live their lives dismantling the archaic and tired tropes forced upon on women of color. They see their story in our cans because they are the manifestation of the unsung heroes, walking through the world as trailblazers themselves.



THE NEW NARRATIVE
MARKETING PLAN

Placement Strategy

It's not uncommon for brewers and breweries to get their start at one of the thousands of beer festivals held across the country. As more people of color, men in particular, join in, the culture has begun to shift as festivals dedicated to black brewers emerge. Just last year, Fresh Fest, the nation's first black beer festival was born in Pittsburgh, Pennsylvania. The one day event showcased a roster of talented black brewers from near and far in collaboration with black artists and entrepreneurs. Fresh Fest is quite literally a refreshing glance at an industry that has long been dominated by white men. The festival turned heads and validated the credibility of people of color poring their lives into craft beer. Co-creator of the festival, Mike Potter, a craft beer enthusiast and beer blogger, is also launching Black Brew Culture, an online magazine aimed at shedding light on the black craft beer scene. The goal of both of these outlets is to serve as a platform for black brewers to get "more exposure, leveling the playing field in the beer industry and ensuring that beer drinkers exploring new styles know about breweries that are not only small and independent, but also owned and operated by people of color" (Rothham). Both of these platforms are an indication that the tide is turning in the craft beer scene, only further proving that people of color are a community worth investing in and that more people of color are drinking craft beer than what meets the eye.

Yes, We Can! plans to take advantage of this new platform to capitalize on a festival and magazine that directly interacts with the desired target market. Pushing our product in predominantly black spaces is a crucial element to the company's success in demand creation. Festivals like Fresh Fest facilitate reaching into that market.



THE NEW NARRATIVE
MARKETING PLAN

Placement Strategy (Continued)

Black beer festivals, and the black beer festivals that spring up afterward, are not the only avenues of outreach for Yes, We Can!. Our brewery plans to be strategic and deliberate in our partnerships with different events that elevate the black experience. For instance, AfroPunk is an annual cultural festival uplifting the art, music, photography, fashion, and more of black creatives. The event functions with the ideology that “we are the influencers, creatives, and tastemakers who were once seen as outsiders, but who now directly affect pop culture” (AFROPUNK Fest). This event not only perfectly aligns with the mantra of Yes, We Can! but is also has a global reach. There are AfroPunk festivals sporadically throughout the year in Brooklyn, Atlanta, London, Paris, and Johannesburg.

AfroPunk is not the sole event celebrating black excellence. Essence Festival in New Orleans, Louisiana, CurlFest in Brooklyn, New York, Summit 21 in Atlanta Georgia, Broccoli City in Washington, DC and many others across the country are promoting the black narrative one unique festival at a time. Each of these events rely heavily on vendors and exhibitors to create a worthwhile experience for attendees. It also gives the businesses and artists much deserved exposure to build their brand with a market that supports the mission. Yes, We Can! plans to place a heavy emphasis on attending such events to enter the market but also drive demand through product scarcity. By exclusively selling our products at these annual festivals instead of entering straight into the mainstream market with retailers, we can leverage the scarcity of our product to generate buzz. There is an air of exclusivity with a small batch production. Such an approach ties in well at these festivals whose other vendors and exhibitors tend to be small scale local artisans rather than major corporate sponsorships.



THE NEW NARRATIVE
MARKETING PLAN

Placement Strategy (Continued)

What all these events have in common is the mission for showcasing black talent and pioneers in the industry. This quite effectively brings our desired target market together. With these strategic partnerships, our reach is not narrowed by geographical location. We can broaden our horizons by attending festivals that draw attendees from not only across the state, but across the country. At such events, attendees are willing to support and celebrate black owned businesses in order to enrich society at large.

Communication Strategy

Our communication strategy works in tandem with the placement strategy listed above. Yes, We Can! plans to have an active online presence primarily on social media accounts, website and online magazines. This initiative will be an ongoing advertising scheme to create a distinct brand voice and identity. We want to stand as a symbol of black female empowerment and will work routinely to put ourselves in spheres that contribute to this ideal. Digital publishing platforms like Travel Noire, a platform dedicated to the black traveller, or Blavity, a platform for multicultural content creators, are the ideal online platforms to form a partnership with. Both sites give a voice to countless back businesses. Blavity's mission best summarizes why these sites matter and how such platforms coincide with what Yes, We Can! is trying to accomplish. Blavity "[partners] with diverse content creators and influencers to help them reach a wide audience, amplify their message, and fund their hustles. We believe that the world shifts according to the way people see it. If you change the way people view the world, you can transform it" (Blavity).



THE NEW NARRATIVE
MARKETING PLAN

Communication Strategy (Continued)

We will shy away from traditional print media for advertising unless working with one of our exclusive partnerships. For instance, one of our main target campaigns revolves around CrwnMag, a print magazine for the progressive black woman with a objective of "[representing] the beauty of black women by showcasing their diversity" (CrwnMag). The magazine routinely features black businesses that are shaking up the industry. Having our story documented in the print magazine will expand our reach to exactly the type of woman we want to appeal to. The magazine also boasts an incredible social following that features the top stories in their magazine. Working closely with this company will take Yes, We Can! straight to our target market for little to no cost. Being a grassroots organization itself, CrwnMag is always on the search for content from contributors. Our team feels confident that the new narrative of Yes, We Can! will resonate with the readers of CrwnMag.

In order to cultivate a meaning brand identity online and on our company platforms, our communication budget is $15,000. This will ensure that our own feed and website are up to the most pristine level of aesthetics and user interface. The budget will cover website creation and maintenance, photography for the website and social platforms, and email marketing (much of this being in-house projects).



THE NEW NARRATIVE
MARKETING PLAN

Product Distribution

Within the initial years of our business, we will rely heavily on distribution coming from the various festivals and events attended each year. Distribution will occur solely at these events until we have created a demand that allows us to expand into retailers. The state of New York allows for a license for self-distribution and therefore, when Yes, We Can! distributes to retailers, we will be making direct sales and deliveries to vetted retailers.

Positioning Statement

For women of color looking for high-quality craft beer, Yes, We Can! offers a diverse range of small batch brews—each with a story of their own. Unlike other microbreweries, Yes, We Can! aims to change the beer landscape by introducing our product to an often ignored demographic. The brand is intensely focused on showing just how culture-shifting women of color have been and continue to be. It about time we take ownership of our story.



OUR ASK

WE ARE ASKING FOR $500,000 TO START YES, WE CAN!

Yes, We Can! is seeking an investment of $500,000 which accounts for an 20 percent cushion in the case of unexpected expenses. A majority of the funds will cover the initial purchases of equipment and real estate space. The brewery plans to be funded through two main avenues: financial institution and private investors. 80% percent, $400,000, of the initial investment in the form of a loan from a bank. The remain 20%, or $100,000 will come from private investors such as angel investors, family, and friends.

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