



Tiit Paananen

Difference of old and new business

skype™

PÕHJALA

EESTI KÄSITÖÖÕLU

ESTONIAN CRAFT BEER

# the best beers of estonia

The following are the highest rated beers brewed in Estonia as they appear in the ranks at RateBeer.com. Beer scores are weighted means so that more ratings for a beer increase the score's tendency to the beer's actual mean.

Include Retired

	NAME	SCORE	COUNT	STYLE
1	Põhjala / Lervig Odensholm Barrel Aged	3.57	26	Imperial/Strong Porter
2	Põhjala Must Kuld	3.57	59	Porter
3	Põhjala Pesakond	3.54	32	Black IPA
4	Põhjala Virmalised	3.51	69	India Pale Ale (IPA)
5	Põhjala Põhja Konn	3.48	25	Imperial/Double IPA
6	Õllenaut Lumelausuja	3.47	26	Foreign Stout
7	Põhjala Öö (2014-)	3.44	23	Imperial/Strong Porter
8	Põhjala / Lervig Odensholm	3.44	21	Porter
9	Põhjala Pime Öö	3.39	10	Imperial Stout
10	Õllenaut Wahtula	3.37	41	Imperial Stout

## top rated beer

### Ratebeer Top 50

RateBeer Best,  
our annual beer  
competition

Customizable Top 50  
Beer Gods' Top 50 Beers  
Top Big New Beers  
Top Seasonal Beers  
The Last 90 Days  
P Top 50 Retired Beers  
Make It Or Break It  
Top Newly Listed Beers  
Top Strong Beers  
Most Difficult Countries  
to Drink

Top Sakes  
Top Meads

### The Worst Beers

The Worst Beers In The  
World  
The Best Of The Beasts

### More Stats!

The Most Active Brewers  
The Strongest Beers In  
The World  
The Top Ultralights

# the best beers of latvia

The following are the highest rated beers brewed in Latvia as they appear in the ranks at RateBeer.com. Beer scores are weighted means so that more ratings for a beer increase the score's tendency to the beer's actual mean.

Include Retired

	NAME	SCORE	COUNT	STYLE
1	ALEhouse Black Sheep	3.48	40	Stout
2	Aldaris Porteris	3.41	545	Baltic Porter
3	Malduguns Lauvas Pacietība	3.39	9	Imperial/Double IPA
4	Labietis Lenteņu Kāvējs	3.38	9	Black IPA
5	Malduguns Sānslīde	3.28	13	India Pale Ale (IPA)
6	Labietis Pelašķu Velns	3.26	7	Imperial Stout
7	Malduguns Saules Dūriens	3.25	14	American Pale Ale
8	Valmiermuižas Gaišais Nefiltrets	3.24	18	Zwickel/Keller/Landbier
9	Malduguns Pilota Nakts	3.23	12	Porter
10	ALEhouse Prima Donna	3.20	46	Saison

## top rated beer

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# ENDURANCE WORLD RECORD HOLDER, 54.5h CONTINUOUS FLIGHT



# BREWERY VS STARTUP

## **STARTING HARD**

LOCAL MARKET

EXPENSIVE EQUIPMENT

TAX BOARD PAPERWORK

HEALTH BOARD PAPERWORK

EDUCATION OF EMPLOYEES

ERP SYSTEM NEEDED

## **STARTING EASY**

GLOBAL MARKET

LOW INVESTMENTS

NO PERMITS NEEDED

SELF EDUCATION

SOFTWARE FREE OR CHEAP



# BREWERY VS STARTUP

## **OPERATING EASY**

EASY TO SELL

COSTS AND REVENUE CLEAR

QUALITY UNDER CONTROL

LOGISTICS OUTSOURCED

YOUR MOM UNDERSTANDS IT

## **OPERATING HARD**

HARD TO MAKE MONEY

DEMAND HARD TO PREDICT

HIGH RISK OF ERROR

DEPENDENT ON LOGISTICS

NOBODY UNDERSTANDS WHAT  
YOU ARE DOING

# BREWERY VS STARTUP

## PROBLEMS

DANGEROUS TO PHYSICAL  
HEALTH

DOES NOT SCALE

PRODUCT RESPONSIBILITY

CAPITAL INTENCIVE BUT  
BANKS GIVE LOANS

## PROBLEMS

DANGEROUS TO MENTAL  
HEALTH

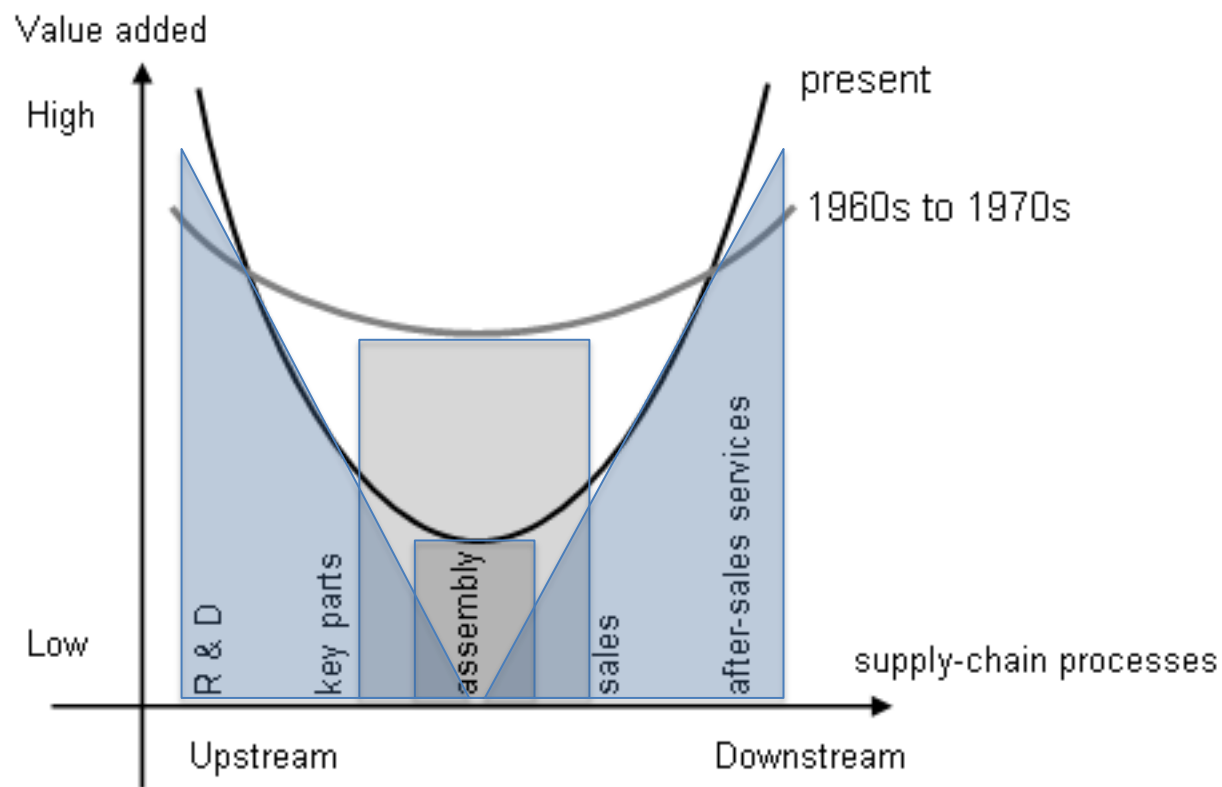
SCALES TOO WELL

PRODUCT RESPONSIBILITY

EASY TO START BUT HARD TO  
GROW

# PRODUCTION PROCESS





# WHAT HAS CHANGED

## YESTERDAY

CLASSIFICATION PER PRODUCTS  
PROFITABLE TRANSACTIONS  
LOOK AT FINANCIAL RESULTS  
FOCUS ON OWNERS RETURN  
MARKETING DOES MARKETING  
FOCUS ON CUSTOMER  
ACQUISITION  
PROMISE MORE, DO LESS

## TODAY

CLASSIFICATION PER CUSTOMER  
SEGMENTS  
CUSTOMER LIFETIME VALUE  
LOOK AT BRAND FUTURE  
FOCUS ON STAKEHOLDERS  
EVERYBODY DO MARKETING  
FOCUS ON CUSTOMER  
RETENTION  
PROMISE LESS, DO MORE