

2017 California Craft Brewing Industry Compensation Study

In Association with



Conducted by

FUTURESENSE®

Data effective May 1, 2017



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Welcome from the California Craft Brewers Association

Thank you for taking the time to review the California Craft Brewers Association's (CCBA) first statewide Craft Brewing Industry Compensation Study. The CCBA is the nonprofit trade association representing the craft brewing industry in California. This study is one of many initiatives launched by the association to support its brewery members across the state.

The goal of the 2017 California Craft Brewing Industry Compensation Study is to provide usable, regional data on employee compensation and benefits. This data is a valuable tool to rely on when facing challenges in growth, competition and retention. We hope all of California's brewery employers take advantage of this resource and continue to enhance and advance employee programs and overall business acumen.

With more than 850 breweries in operation across the state, the CCBA's key function is to protect the legal and regulatory framework that supports the growth of the industry in California. The CCBA also offers a variety of education programs, consultation services and resources for its members – from conferences to ABC fact sheets to group-rate 401K, health care and benefit programs. The California Craft Brewing Industry Compensation Study is another tool to support the most valuable part of our brewing community: its people.

Cheers,
Tom McCormick, Executive Director, California Craft Brewers Association

More information about the CCBA can be found at www.californiacraftbeer.com. The final 2017 study will be complimentary for CCBA members.

About FutureSense, LLC

[FutureSense, LLC](#) ("FutureSense") is a California based, boutique consulting firm founded in 1995 to advise and consult with organizations in all areas related to their people at work; specializing in offering unique services to create solutions such as:

- Compensation and organizational development services
- Programs – leadership and administrative boot camps
- Resourcing – including outsourcing, interim staffing, embedded resources
- Business strategy consulting
- Business process management – including human resources and change management

We are valued partners with our clients building relationships with a Thoughtful, Responsive, and Authentic™ approach to business practices. For 32 years, FutureSense has managed and produced the annual compensation & benefits surveys for hospitals in the state of California in conjunction with the California Hospital Associations. In addition, we conduct surveys and comparative analyses for our clients in industries which range from technology, the hospitality industry, healthcare, the public sector, insurance, marketing, aerospace, engineering and many others.

We are running this study because the craft beer industry is full of passion, vigor, and purpose. We believe that this information will be valuable to breweries of all sizes in their business and compensation strategies and will help them be successful in an ever-changing marketplace.

If you have any questions regarding the study or if you would like to learn more about us and our service offerings, please do not hesitate to contact us:

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About This Study

History, Development, Goals & Intentions

The study began in 2015 with eight craft breweries in San Diego. Sponsored by FutureSense, the inaugural study sought to better understand compensation programs, how they play a role in the development of the industry, and to provide comparable benchmarks. In 2016, the study expanded to include more of the Southern California region, adding Los Angeles County and Orange County, including co-sponsorship with the Brewer's Guilds of each county (San Diego, Los Angeles, and Orange).

In 2017, FutureSense is partnering with the California Craft Brewers Association (CCBA) to develop this study and expand the participation to the entire state of California. The final study will be complimentary for CCBA members and used to further educate CCBA members and provide a resource of valuable compensation information. **This year we had a total of 50 participants**, with a few breweries having operations in multiple regions being counted as more of a "system" the total rises to 54.

The goals and intentions of this year's study are to continue to understand the compensation programs of craft breweries by examining their challenges, successes, and industry standards. Furthermore, this report seeks to provide participants with a sense of their local market data, as well as ideas and suggestions moving forward. Our intent is to produce this report on an annual basis, expanding participation to increase the availability of local market data in all California Regions, to allow for more data cuts in FTE, Revenue, and BBLs, and so that breweries can monitor trends and understand developments over time as the industry grows and consolidates.

Jobs Reported

The study contains data for the following benchmark Jobs:

Account Manager/Rep - Comprehensive	Human Resources Analyst/Generalist*
Account Manager/Rep - Key Accounts	Human Resources Assistant/Coordinator**
Account Manager/Rep - Off Premise	IT Director
Account Manager/Rep - On Premise	Keg Washer
Accounting Manager	Lab Technician
Associate Brewer (3rd Level)	Marketing Coordinator/Specialist
Brewer (2nd Level)	Marketing Manager
Brewmaster (Highest Level)	Marketing/Brand Manager or Public Relations Manager
Buyer/Material Planner	National Sales Manager
Cellarman	Network Engineer
CEO/President	Packaging Assistant
CFO	Packaging Supervisor
CFO/COO (Hybrid)*	Packaging Manager**
Controller (2nd Highest Position in Finance)	Production Manager
COO	Quality Control Manager
Delivery Driver	Sales Manager - Comprehensive
Director of Operations (2nd Highest Position in Operations)	Sales Manager - Key Accounts*
Events Manager	Sales Manager - Off Premise
Executive Assistant/Secretary	Sales Manager - On Premise*
Facilities Manager	Staff Accountant
Financial Analyst	Tasting Room Associate/Bartender
Founder/Owner	Tasting Room Lead
General Counsel*	Tasting Room Manager
Graphic Designer	Warehouse Manager
Human Resource Manager/ Director	Warehouse Worker

*Jobs did not have sufficient participation to show market data

**Jobs added to the study based on participants requests for additional jobs

*All local market data in the study are effective as of May 1, 2017
Brewery data represents the most recent full fiscal year from 4/30/16 - 5/1/17*

Participating Organizations by Area

FutureSense and the CCBA would like to thank the following organizations for their participation in the 2017 California Craft Brewing Industry Compensation Study. **This year we had a total of 50 participants**, however, as a few breweries have operations in multiple regions they were counted as more of a “system”, which raised the total to 54. Please note, where there was insufficient participation in a specific CCBA region we were unable to show any data:

Northern/Southern	CCBA Region ¹	County	Brewery
Northern California	Central Coast ³	Santa Cruz	Discretion Brewing
			Sante Adairius Rustic Ales
	Greater Chico ³	Butte	Sierra Nevada Brewing Company
	Greater Sacramento ³	El Dorado	Mraz Brewing Company
		Nevada	Three Forks Bakery & Brewery
		Sacramento	Claimstake Brewing Company
		Yolo	Ruhstaller
	North Bay ²	Sonoma	Bear Republic Brewing Company
			Russian River Brewing Company
			Sonoma Springs Brewing Company
	North Coast ³	Humboldt	Lost Coast Brewery and Cafe
			Mad River Brewing Company
		Mendocino	North Coast Brewing Company
	San Francisco/Bay Area ²	Alameda	Drake's Brewing Company
			Eight Bridges Brewing
			Trumer Brauerei
		Marin	Iron Springs Pub & Brewery
		San Francisco	Anchor Brewing Company
			Ferment Drink Repeat
			Harmonic Brewing
			Magnolia Brewing Company
			ThirstyBear Brewing Company

¹For information on the CCBA regions and counties included, see appendix page 71

²Combined North Bay and San Francisco/Bay Area regions to show more data

³Insufficient participation, no data shown for this region. Please note, Central Coast Region was split so that Santa Cruz is in the Northern California area, and San Luis Obispo is in the Southern California area

Northern/Southern	CCBA Region ¹	County	Brewery
Southern California	Central Coast ³	San Luis Obispo	Firestone Walker Brewing Company
	Greater Los Angeles	Los Angeles	Indie Brewing Company
			Iron Triangle Brewing Company
			Karl Strauss Brewing Company
			Ladyface Ale Companie
			MacLeod Ale Brewing Company
			Pocock Brewing Company
			Smog City Brewing Company
			Three Weavers Brewing Company
		Orange	Anaheim Brewery
			Karl Strauss Brewing Company
			Lost Winds Brewing Company
			Pizza Port Brewing Company
			The Bruery
	Inland Empire ³	Riverside	Karl Strauss Brewing Company
		Riverside	La Quinta Brewing Company
	San Diego	San Bernardino	Last Name Brewing
		San Diego	AleSmith Brewing Company
			Coronado Brewing Company
			Council Brewing Company
			Culture Brewing Company
			Karl Strauss Brewing Company
			Kilowatt Brewing
			Mike Hess Brewing Company
			Modern Times Beer
			Mother Earth Brew Company
			Pizza Port Brewing Company
			Port Brewing Company / The Lost Abbey
			Prohibition Brewing Company
			Second Chance Beer Company
			Societe Brewing Company
			Stone Brewing Company

¹For information on the CCBA regions and counties included, see appendix page 71

³Insufficient participation, no data shown for this region. Please note, Central Coast Region was split so that Santa Cruz is in the Northern California area, and San Luis Obispo is in the Southern California area

Brewery Demographic Data by Region/Area

This section shows the averages of the breweries' FTE ("Full Time Employee"), Revenue, and BBL production by region/area, as well as the anticipated growth in each cut. Regions with fewer than 5 participants were excluded for the sake of confidentiality and anonymity. Please note, to increase the amount of data shown, the San Francisco/Bay Area & North Bay regions were combined.

Brewery Demographic Data by FTE:

Region/Area	Averages		Projected Growth	# of Breweries
	2017 # of FTE's	2018 Projected # of FTE's		
Greater Los Angeles	37	42	13%	12
San Diego	92	103	12%	14
San Francisco/Bay Area & North Bay	70	90	28%	13
Northern California	80	93	16%	22
Southern California	63	70	12%	28
Statewide	70	80	14%	50

Brewery Demographic Data by BBLs:

Region/Area	Averages		Projected Growth	# of Breweries
	2017 BBLs Production	Projected 2018 BBLs Production		
Greater Los Angeles	2,800	4,100	46%	11
San Diego	19,700	25,200	28%	14
San Francisco/Bay Area & North Bay	24,200	25,700	6%	12
Northern California	35,400	42,300	19%	21
Southern California	11,500	14,900	30%	27
Statewide	21,968	26,879	22%	48

Brewery Demographic Data by Revenue:


Region/Area	Averages		Projected Growth	# of Breweries
	2017 Annual Revenue (\$ In Millions)	Projected 2018 Annual Revenue (\$ In Millions)		
Greater Los Angeles	\$3.1	\$4.1	33%	12
San Diego	\$5.8	\$7.1	23%	13
San Francisco/Bay Area & North Bay	\$9.4	\$10.7	13%	12
Northern California	\$13.1	\$14.6	11%	21
Southern California	\$4.4	\$5.5	26%	26
Statewide	\$8.2	\$9.5	16%	47

I. Introduction


Growth and Expansion

Slower Overall Growth in Craft

While slower growth has tapped the craft beer industry, the demand for innovative and full-flavored beer remains strong. According to data from the Brewers Association published in May 2017, the U.S. Domestic Craft Industry grew 6% by volume in 2016, a slower and more fragmented growth than in previous years. In 2015, the industry grew by 12%, with 18% growth in both 2014 and 2013. Production in the US by volume totaled 24,570,000 BBLs in 2016 – an increase from the 24,355,000 BBLs in 2015, 22,133,000 in 2014 and 15,505,000 in 2013. The total number of breweries in the US is at an all-time high, with 5,234 craft breweries (including Microbreweries, brewpubs, and Regional craft breweries) in 2016. Additionally, there are another 2,739 breweries in planning nationally¹. According to the California Craft Beer Association (CCBA), California is the birthplace of the craft beer movement and home to more craft breweries than any other state, with over 850 craft breweries in operation as of September 2017².



The Greater Los Angeles region anticipates a 33% increase in overall brewery revenues, the San Diego region projects a 23% increase, and the San Francisco / Bay Area and North bay combined regions projects a 13% increase. Looking Statewide, all participants averaged show a projected growth of 16%



Of the total 6% craft beer growth in 2016, 78% was created by Microbreweries³, defined as producing fewer than 15,000 BBLs annually. The steady growth of the Microbrewery segment may be attributed to the demand for local beer and local tasting rooms. Tasting rooms create passion around a brand, add to the story or connection that can be created by a good experience, and help sell more beer, not only through the tasting room, but through retail and distribution partners. *Of the participants in this year's study, 34 produce fewer than 15,000 BBLs annually, of these, 73% have plans for some form of expansion. The prime methods of expansion listed by participants are the addition or expansion of a tasting room or taproom. Second in prevalence are expansions of capacity, inclusive of larger/more fermentation tanks and larger brewhouses.*

Regional breweries are feeling the pressures of slower growth with increased Microbrewery growth from below and Big Beer grasping for more craft share through mergers and acquisitions. "Of the 165 regional craft brewing companies (nationally), 105 grew, 11 were close to level, and 49 declined in sales volume in 2016"⁴. Regional is defined as a brewery that produces between 15,000 – 6,000,000 BBLs annually. Many Regional breweries are focusing on key brands, shoring up distribution channels, increasing standards and investing in consistency. *Of the participants in this year's study, 17 produce more than 15,000 BBLs annually. Of these 67% have plans for some form of expansion. The prime methods of expansion listed include expansions of capacity, inclusive of larger/more fermentation tanks and larger brewhouses. Additionally, several of the participants indicated increases of event spaces, additional distribution/expansion of territory, as well as a new/expanded type of packaging.*

In order to meet the demands of their expansion projects breweries are focusing on making more and more high-quality beer, but which is more valuable to breweries – selling the beer or making it? According to the Statewide base hourly data collected in this study, sales jobs are generally compensated more highly – *the Median for the Sales Manager – Comprehensive study benchmark is \$31.25 (8% higher) than the Brewmaster study benchmark at \$28.85. Likewise, the Median for the Account Manager/Rep – Comprehensive study benchmark is \$23.29 (11% higher) than the Brewer (2nd level) study benchmark at \$21.00*

Looking at expansion from a Regional perspective we asked breweries to provide their current annual BBLs produced, number of FTE's and Revenue for the most recent 12 months, as well as their 2018 projections. We only show data in a

¹ Chris Morris. *The Craft Beer Boom Has Gone Flat*, www.Fortune.com. August 2017

² California Craft Brewers Association, www.californiacraftbeer.com/ca-craft-beer/craft-beer-statistics/

³ Hieronymus, Stan. *Micros: Driving Craft Growth*. The New Brewer, May/June 2017

⁴ Kitsock, Greg. *Regionals: Under Pressure*. The New Brewer, May/June 2017

specific cut or region where there were 5 or more participants to protect the confidentiality and anonymity of our participants. According to the projections given to us by the participants, the Greater LA region is primed for the most growth with an anticipated 33% increase in overall brewery revenues, the San Diego region projects 23% increase, and the San Francisco / Bay Area and North bay combined regions projects 13% increase. Looking Statewide, all participants averaged show a projected growth of 16%.

For BBL output projections, the Greater LA region has the largest projected increase with 46% increase on average. The San Diego region projects 28% growth, and San Francisco/Bay Area and North Bay combined regions projects 6% growth. Statewide, all participants averaged show a projected growth of 22%.

The main takeaway for all craft breweries should be that while some are experiencing growth, the growth is more fragmented. Exponential growth of years past will not be as easy or as straightforward, requiring creativity and strategic thinking to plan for the years to come. Focusing on quality, attracting, motivating, and retaining talent, and building the company's brand are factors that are more important than ever. In other words, the keys to success lie in focusing on product, process, and people.

To drive success, organizations must have excellent marketing – a story that is compelling and finds its way into each product and the hearts (and bellies) of the consumer, a niche that differentiates their brands, and plenty of hard work. The brewing industry has a powerful tool in stories behind each brewery, with artists, engineers, musicians, mechanics, foodies, you name it, all making incredible beer that is wonderful, strange, and compelling. By getting sales reps, brewers, cellar workers, and all levels of staff to live and breathe the company story in front of friends, clients, and partners can help support and build a brand and develop business opportunities.

The importance of marketing and telling the right story is evident by looking at the *Statewide base hourly Median for the Marketing Manager study benchmark*. At \$33.68 hourly, the Median is **17% higher** than the *Brewmaster study benchmark Statewide Median of \$28.85*. A good Marketing Manager can help drive business above and beyond the excellent beer being brewed by increasing the awareness of the company's reputation, the quality of the product and by increasing sales. In the same vein as our comparison of the Sales Manager to the Brewmaster, quality marketing, brand reputation, and sales can be just as important as making good beer.

Breweries are also getting creative in beer or profit donations to local charities, creating a themed or specialty tasting room or product lines, building out unique clubs or associations with benefits at the brewery, and using these tools to tell their story. Some breweries are also honing in on quality and advanced techniques, brewing different varieties or focusing on freshness, educating their customer base, and focusing on their local market instead of expansion. However, some breweries continue to delve into other markets outside of their home territory, some even going out of country. *This year found that on average, 90% of participants' sales occur in-state, 22% out of state, and only 6% outside the U.S.*

"The world is getting smaller, and the word is out that the best beer in the world is being made by American craft brewers," says Bob Pease, the Brewers Association's Chief Executive Officer. "Brewers see exportation as a way to increase their profits, volume and prestige."⁵

Consolidation of Brands & Lateral Acquisitions

Among the concerns of the craft brewing community is the change in landscape due to the consolidation of brands and lateral acquisitions. Everyone is aware of the deal of the century: Constellation Brands buying⁶ Ballast Point for \$1 Billion. The craft beer community has yet to see how well this acquisition will pan out, but according to Rob Sands, CEO

For BBL output projections, the Greater LA region has the largest projected increase with 46% increase on average. The San Diego region projects 28% growth, and San Francisco/Bay Area and North Bay combined regions projects 6% growth.

Statewide, all participants averaged show a projected growth of 22%.

⁵ Evan Benn, *Going Global: Craft Brewers Expand to Foreign Shores*, www.beeradvocate.com, June 2014

⁶ John Verive, *\$1-billion Ballast Point deal continues heady year for beer industry mergers*, www.latimes.com, November 2015

of Constellation Brands, Ballast Point has “not performed up to expectations from a growth standpoint”⁷. Lagunitas was also recently fully acquired by Heineken, although the “company will continue to operate as an independent entity with Heineken and will report within the Heineken Americas Region.”⁸ Another recent acquisition came in the form of Sapporo Holdings buying Anchor Brewing for \$85 Million; however, Anchor Distilling is not included in the deal⁹.

We have seen other mergers and acquisitions within the craft community over the last few years, such as Green Flash Brewing Co. acquiring Alpine Beer Company, Bayhawk Ales merging with Evans Brewing Co., 21st Amendment partnering with Brooklyn Brewery, a partnership including New Belgium Brewing, Oud Beersel and Dick Cantweel purchased Magnolia Brewing, and Coronado Brewing Company acquiring Monkey Paw. This is complemented with the continued growth of Stone Brewing’s True Craft venture, a \$100MM fund announced in April 2016 with the goal of assisting independent craft brewers. As of yet however, no investments have been made publicly with this fund.

Consolidations, mergers and acquisitions can be concerning, particularly within the Big Beer segment as they displace independent brewers and acquire significant advantages in the market place due to expanded distribution, greater marketing, or improved infrastructure. It’s more critical than ever for craft breweries to focus on transparency in their ownership, educating consumers on the difference between a true craft brewery and a “craftlike” brewery owned by Big Beer. The Brewers Association recently launched a new seal to indicate this independence¹⁰, with the goal of allowing craft beer drinkers to identify these products at point of sale.

Regardless, these changes in the industry landscape should not stop breweries from focusing on doing what they do best: making excellent beer and telling their story.

National Closures/Opening		
Year	Closures	Openings
2016	97	826
2015	78	845
2014	75	896
2013	68	525
2012	47	456
2011	44	314
2010	64	163
2009	58	120
2008	65	129
2007	78	125

National Closures/Opening CAGR		
5 Year CAGR – Closures	5 Year CAGR – Openings	Year Time Frame
16%	13%	2012–2016
12%	22%	2011–2015
3%	41%	2010–2014
3%	34%	2009–2013
-6%	29%	2008–2012
-11%	20%	2007–2011

Closures and Openings

Many websites, magazines, and journals point to the increase of closures as a sign of the “bubble bursting” for the craft beer movement, combining news of a closing with the larger concern about the stagnant growth of national beer sales and loss of market share to wine and spirits. However, looking at the trends of growth compared to the trend of closures, we still see that the number of new breweries is well outpacing the number of closings.

Using national data from the Brewer’s Association¹¹, in the last 5 years the number for Microbreweries and brewpubs closing per year increased by a 16% CAGR (Compound Annual Growth Rate), from 47 to 97 annually, while the number of openings increased by a 13% CAGR, from 456 to 826 annually. In fact, 2016 marks the first year in over a decade

⁷ Justin Kendall, *Constellation Brands Reports 8 Percent Increase in Beer Sales*, www.brewbound.com, June 2017

⁸ HEINEKEN Acquires Remaining Stake in Lagunitas Brewing Company, www.theheinekencompany.com, May 2017

⁹ Justin Kendall and Chris Furnari, *Sapporo Holdings to Purchase Anchor Brewing for \$85 Million*, www.brewbound.com, August 2017

¹⁰ Gatz, Paul. *Independence Matters: Introducing the Independent Craft Brewer Seal*. www.brewersassociation.org, June 2017

¹¹ The New Brewer, May/June 2017

where the last 5 years show a downward trend in percentage increase of openings, but the total number of breweries open and those opening is still way ahead by sheer volume. Even if closures kept pace with 16% growth and the number of breweries did not increase at all, it would take 27 years for all the breweries to close, a feat unlikely to happen.

How to Attract, Motivate, Retain Employees

Millennials in the workplace

The complexities of attracting, motivating and retaining employees is nothing new to company owners and leaders. While some employees simply follow the almighty dollar or move out of the area, leaving a gap in the staff, there are often deeper reasons for employee turnover. For this reason, it's mission critical to examine and understand how to apply people strategy and performance measures that increase retention, reduce costs to the bottom-line and ultimately increase the company's value in the marketplace.



A common issue across any industry, and certainly prevalent in the craft beer industry, is that of the Millennial workforce. Employers find themselves wondering, "who are these inscrutable people with their smart phones, memes, boundless energy, video games, Snapchat, Twitter accounts, and unique perspective on the workplace?" And quite possibly, "why am I struggling to motivate them or keep their attention at all?"

"Millennials are neither saints nor sinners, slackers nor superfluous."

Millennials, defined as the 80 million or so Americans between the ages 25 and 35 and born between 1980 and 1995 (sometimes younger), can drive stereotypes that are sometimes exaggerated or bring generational truths that simply fail to be utilized in a way that benefits the entire organization. In his book, *Fuse: Making Sense of the New Cogenerational Workplace*, Jim Finkelstein, CEO and Founder of Futuresense, LLC, writes "Millennials are neither saints nor sinners, slackers nor superfluous. They are a cohort of employees with unique skills and a mind-set that enables them – if led well and managed to potential – to change for the better the way business is done around the world." For the average organization to simply dismiss this population of employees as useless would be a huge error. Instead, breweries must harness the minds of their employees and find out what truly inspires them, motivates them, and brings them fulfillment. Most critical to this population is that of impact in their role and to their community – and as a general audience this impact can be as important, if not more so, than the sum of their compensation.

This is not to say that Millennials don't bring their fair of challenges as well. Generally speaking, many Millennials have a sense of entitlement, hop around from job to job (on average, Millennials will have 8.6 jobs before they are 32) and desire to be acknowledged simply for their presence. And so, a word to the wise – "Revamp your employee reward and recognition program. Skip the gold watches. Rewards that please Millennials will probably cost less but mean more. Time off, flextime, work/life balance, pro bono work, networking opportunities, and concert tickets all are good motivators."¹² Find a way for the employee to become invested in their future by tying their future to the company's. Perhaps encourage their education – 24% of participants this year offer Education/Tuition reimbursements to their employees and on average, they are offering \$2,200 per year – have a competition to name a beer for the company, encourage their ideas in solving distribution problems, or involve them in creating a beer for the tasting room. Keep employees interested in what they are doing by making it interesting. Give out coffee gift cards, or T-Shirts. Make sure employees get their free beer and lots of it! Focus on giving effective and ongoing feedback that highlights what they're doing well, and where there are opportunities for improvement.

Some organizations such as New Belgium Brewing Company, Odell Brewing Company, Deschutes Brewery, and most recently Modern Times¹³ have embraced Employee Stock Ownership Plans (ESOP) to build employee engagement,

¹² Jim Finkelstein and Mary Gavin. *Fuse: Making Sense of the New Cogenerational Workplace*.

¹³ MODERN TIMES IS NOW AN EMPLOYEE-OWNED COMPANY. www.moderntimes.com, July 2017

increase organizational resources and reduce turnover costs – all things that have a direct impact on culture and the bottom line.

According to Jacob McKean, majority owner of Modern times “Our values and culture are competitive advantages that have propelled us to where we are today. Modern Times is proof that a start-up brewery can compete and win in the craft beer market without selling out, all the while taking outstanding care of our employees and rewarding our investors.”¹⁴

An ESOP allows “employees to become beneficial owners of the stock of their company”¹⁵ – providing benefits to the employees at no future cost – and strengthening a culture of investment and partnership. Many ESOPs increase productivity and growth, reduce turnover and entice top talent to come to an organization that is willing to part with stock. An ESOP can also be a great outside-the-box plan for succession, as employees stick around, learn the product and becoming personally vested in the long-term health of the company. Carefully consider options in this area, as ESOPs can bring challenges such as ongoing costs, lack of long term planning leading to stock crashing, difficulty in administration, repurchasing stock when an employee leaves and not having the cash to do so.¹⁶

More traditional types of succession planning ensure that the company’s employees are recruited and developed to fill key roles within the company and that no role is left open for which another employee is not prepared. *Amongst the participants this year 39% do not have a succession plan for key positions and/or employees, however, 86% of those who do not currently have one, plan on implementing one in the next 5 years.* A key distinction to make here is the difference between replacement planning vs succession planning. Replacement planning’s chief aim is to “limit the chance of catastrophe stemming from the immediate and unplanned loss of key job incumbents”.¹⁷ Succession planning is a “deliberate and systematic effort by a company to ensure leadership continuity in key positions, retain and develop intellectual and knowledge capital for the future, and encourage individual advancement”.¹⁷

To develop a succession plan it is necessary to focus on the overall strategic plan and objectives of the company, recruit superior employees, develop their knowledge, skills, and abilities, and prepare them for advancement through cross-training, shadowing other employees, or mentoring. With a good succession plan in place a company can expand, lose employees, or create new jobs with the assurance that there are employees on hand and ready to fill the vacant positions as necessary – ensuring a company has “the right people, in the right place, doing the right things”.¹⁷

Culture and Purpose



Employees intentionally hired and developed in a purpose-oriented work environment have a 20% higher retention rate and are 47% more likely to be net promoters of your brand.

While producing a stellar product is a key to success, it shouldn’t be the sole focus of an effective business plan. Keeping a pulse on people strategy and a healthy culture is critical to driving business and building a brand in the marketplace. This is achieved by implementing practices that attract, motivate and retain great talent and creating a culture of purpose and engagement. As noted in last year’s study, and still very much true today, employees intentionally hired and developed in a purpose-oriented work environment have a 20% higher retention rate and are 47% more likely to

be net promoters of the brand – these are the organization’s champions both in the workplace and outside of it, sharing the story of the company’s brand. Additionally, purpose oriented employees are 50% more likely to be in leadership positions and are more satisfied with the work that they do – a succession plan in motion. Purpose-oriented professionals are also 39% more likely to stay at their company for 3+ years – thus reducing turnover costs, and allowing you to channel these resources into training and development¹⁸. Building a culture in which employees wake up excited to see their coworkers or boss may feel like a bit of a foreign concept, but companies that focus on their

¹⁴ MODERN TIMES IS NOW AN EMPLOYEE-OWNED COMPANY. www.moderntimes.com, July 2017

¹⁵ Staloch, Chris. *Employee Stock Ownership Plans: The Pros and Cons*. www.di.net, September, 2015

¹⁶ Stewart, Tim. *ESOPs in the Craft Brewing Industry*. www.dewittross.com, The New Brewer. March/April 2014

¹⁷ Krinzman, Bryan. *Employee Succession Planning Vs. Replacement Planning*, www.helioshr.com, October 2014

¹⁸ Imperative. *Purpose at Work*. 2016 Global Report. www.imperative.com

people as much as a pint of IPA will reap the rewards of a workforce that is energized, passionate, dynamic, and full of ideas.

Looking Forward

There are still many avenues of success in the brewing world, but perhaps not as many as prior years. Because of increased competition, breweries must find a way to differentiate and stand out in the crowd. In order to get ahead of the curve, breweries should examine their competitive pay practices, be creative with their benefit programs, cultivate their business culture and purpose, consider developing a succession plan, and weigh the values and challenges of an ESOP – all while making great craft beer. The road ahead still has plenty of potential, but all breweries should be cautious about recent years exponential growth maintaining indefinitely.

More than anything, it is important to be persistent, patient and have perspective. Be persistent and do not give into fads or temporary styles that do not match the company's brand. Be patient and wait for the right moment to open a new tasting room, develop a new line of beers, or invest in that new equipment. And have perspective, looking not at just the local scene and competition, but instead examining the rest of the county, state, or even the nation for new threats, competition, and legislation that could change the landscape of beer or of craft beverages in general.



Highlights of 2017 Study Data

Item	Trend	Report Section
Base Salary	<p>The Statewide base hourly median for Brewing jobs are as follows:</p> <ul style="list-style-type: none"> - Associate Brewer: \$17.00 - Brewer: \$21.00 - Brewmaster: \$28.85 <p><i>The Median % increase from Associate Brewer to Brewer is 24%, from Brewer to Brewmaster is 37%</i></p> <p>The Statewide base hourly for Sales Jobs:</p> <ul style="list-style-type: none"> - Account Manager / Rep - Comprehensive: \$23.29 - Sales Manager - Comprehensive: \$31.25 <p><i>The Median % increase from Account Manager to Sales Manager is 34%</i></p>	Section II
Salary Structure	<p>The Statewide Median Salary Structures for brewing jobs are as follows:</p> <ul style="list-style-type: none"> - Associate Brewer: (Min: \$15.00 – Max: \$19.18); - Brewer: (Min: \$17.00 – Max: \$23.00); - Brewmaster: (Min: \$22.50 – Max: \$36.00) <p>No Salary Structure data is available to show for the Sales jobs</p>	Section II
Benefits	69% of participants offer Health Benefits or Insurance to their Employees. Of these, the average percentage of premium costs that the Employer pays is 77%. 85% of the Participants only offer this insurance to their Employee only. 42% offer the insurance to the Employee + Family as well.	Section III
Ancillary Benefits	Most prevalent practices are free beer, discounted beer, merchandise cards, education reimbursement, and free/discount brewery clothing/merch. Shift beers, daily growler fills and monthly cases/multi-packs were among the most popular type of free beer offered. Of those who offer discounted beer, 27% offered a specific percentage, which was 40% on average.	Section III
Retirement	59% of participants do not offer Retirement plans to their Employees. Of the ones who do, 95% offer a Defined Contribution (e.g. 401K), with the most common type of funding being provided to match an Employee Contribution. The average Employer contribution match is 4%. 30% of respondents offer this funding after 1 year of employment.	Section III
Commission	40% of participants have a sales team who use Commission either to supplement or to account for all of the compensation of their employees. 60% of participants either have no sales team or account for the compensation entirely using base pay and/or bonuses. Of the participants who do use commission, 30% do so by dollar amount of beer sold, 20% by Percentage of the gross value of the beer, and 20% per keg and/CE sold.	Section IV
	Of the participants who pay their sales team using a Base + % of Total Sales, the range is from 2% - 5% on average. The average is 3.5%	Section IV
Incentive Measures	Out of the 9 sales jobs, only the Account Manager/Rep - Comprehensive had enough data points to show the data for sales incentives. The Statewide Org. Wtd. Avg. rate of incentives paid out is \$5,746, and the median rate of incentives paid out is \$5,425.	Section IV
	The Brewer (2nd level) job was one of two jobs with enough participants to show data (5 organizations reported data). The Statewide Org. Wtd. Avg. incentive rate for the Brewer is \$2,427. The Statewide Median incentive rate for the Brewer is \$2,300.	Section IV

II. 2017 Compensation Data

How to Read the Data Results and Description of Key Terms

Types of Data Cuts

General Data Cut	Specific Data Cut	Number of Participants
# of FTE (Full Time Employees)	Under 25 FTE	25
	Between 25 & 100 FTE	17
	Over 100 FTE	11
Total Organization Revenue	Under \$3MM Rev.	29
	Between \$3MM & \$20MM Rev.	15
	Over \$20 MM Rev.	8
Total Barrel Production	Under 1,500 BBLs	20
	Between 1,500 & 15,000 BBLs	14
	Over 15,000 BBLs	17
CCBA Regions	Central Coast*	3
	Eastern Sierra*	0
	Greater Central Valley*	0
	Greater Chico*	1
	Greater Los Angeles	13
	Greater Sacramento*	3
	Greater Shasta*	0
	Inland Empire*	2
	North Bay**	3
	North Coast*	3
	San Diego	15
	San Francisco/Bay Area**	11
Large Regions	Northern California	24
	Southern California	30
	Statewide	54

*These regions were not included as the number of participants was insufficient to show compensation data.

**Please note, to increase the amount of data, the San Francisco/Bay Area & North Bay regions were combined in our data cuts.

How to Use the Data Cuts

Participants can use the data cuts mentioned above to cross-reference or develop their own business strategies to better understand how they fit in the market currently, as well as project for future development. When developing or refining a business strategy to attach to a specific or general market data cut, it is vital to understand a few important points:

1. **What is the talent marketplace for your organization?** From where might you get people and to whom might you lose them?
2. **What sources are used and analyzed?** There are multiple sources for data and the goal is to try to find the central tendency for the identified talent marketplace.
3. **What will be your competitive position within the talent marketplace for your organization?** Some organizations target the 50th percentile or organization weighted average - others higher or lower.

How the Cuts were Determined

The cuts were analyzed and determined by FutureSense to capture the points in the data where major groupings of organizations occurred and to make sure each cut had at least 5 sources of data (see DOJ regulations in next section). It was also important that each cut represented a significant difference amongst the participating organizations. As more participants join the study these data cuts may change and evolve to meet the needs of the study participants.

Department of Justice Anti-Trust Regulations

We follow the guidelines issued by the Department of Justice and the Federal Trade Commission. The DOJ rule is in place as an anti-trust rule preventing collusion in the illegal sharing of data. As a participant, a brewery is listed among the participants, but not which positional information it supplied. These guidelines, which attempt to ensure that the study will not be used with anticompetitive intent, provide the basis for our data sufficiency determination. Based on these guidelines, we:

- Do not provide projections of expected future range movement
- Refrain from displaying any range data breakout that consists of less than five facilities
- Do not display any incumbent data breakout for which a disproportionate percentage of the underlying incumbent data comes from one facility
- Do not display any data from any individual organization so that all data remain confidential
- Do not report data less than three months old

Percentiles Vs. Organization Weighted Average ("Average or Org. Wtd. Avg")

- Percentiles - Assuming data is ordered lowest to highest:
 - The 25th percentile is the point in the data where 25% of the data falls below and 75% falls above.
 - The Median/50th percentile is the point in the data where 50% of the data falls below and 50% falls above.
 - The 75th percentile is the point in the data where 75% of the data falls below and 25% falls above.
- Org. Wtd. Avg. - A simple average, a measure of central tendency of a set of 'n' numbers and is defined as their sum divided by 'n'. Each organization's employees in one job are taken as a single data point and averaged with other organizations data.

Insufficient Data

"--" is shown in instances where data did not have enough participants to show information in a specific cut (under 5 participants)

Geographic Difference of the Cost of Labor

In areas / jobs throughout California which had fewer than 5 participants and no data was shown, the use of geographic cost of labor differentials can approximate a compensation level for specific jobs based on the available statewide data. For example, if a brewery in San Francisco wishes to know the Median for a Human Resources Assistant/Coordinator:

- Statewide data is available (see pg. 21)
 - Median for Human Resources Assistant/Coordinator is \$23.00 hourly
 - San Francisco is on average 13.3% higher than the Statewide average for this pay range
 - $\$23.00 \times 113.3\% (100\% + 13.3\%) = \$23.00 \times 1.133 = \$26.06$

Salary Structure Information

No data was shown for jobs where there were fewer than 5 participants

Statewide		Median		Org. Wtd Average		# Orgs
Job Title	Job Code	Salary Structure Min	Salary Structure Max	Salary Structure Min	Salary Structure Max	
Associate Brewer (3rd Level)	103	\$15.00	\$19.18	\$15.26	\$20.37	17
Brewer (2nd Level)	104	\$17.00	\$23.00	\$17.21	\$24.59	15
Brewmaster (Highest Level)	105	\$22.50	\$36.00	\$24.54	\$36.59	11
Cellarman	107	\$14.00	\$19.50	\$14.47	\$20.39	8
Delivery Driver	135	\$13.00	\$20.00	\$13.58	\$19.68	8
Director of Operations (2nd Highest Position in Operations)	113	\$40.87	\$62.50	\$40.42	\$65.13	5
Executive Assistant/Secretary	115	\$17.00	\$24.00	\$19.11	\$27.74	5
IT Director	122	\$48.08	\$67.31	\$45.27	\$65.51	5
Marketing Coordinator/Specialist	124	\$15.00	\$24.25	\$17.31	\$25.16	5
Packaging Assistant	140	\$11.25	\$17.75	\$11.76	\$18.16	6
Quality Control Manager	142	\$28.13	\$43.27	\$29.66	\$43.89	5
Tasting Room Associate/Bartender	130	\$10.53	\$14.75	\$10.84	\$13.86	6
Tasting Room Lead	131	\$12.50	\$17.00	\$12.90	\$16.60	5
Tasting Room Manager	132	\$18.62	\$26.67	\$18.40	\$26.54	10
Warehouse Manager	133	\$22.00	\$30.50	\$22.06	\$33.40	8
Warehouse Worker	134	\$13.00	\$18.84	\$13.56	\$19.17	8

Northern California		Median		Org. Wtd Average		# Orgs
Job Title	Job Code	Salary Structure Min	Salary Structure Max	Salary Structure Min	Salary Structure Max	
Associate Brewer (3rd Level)	103	\$17.31	\$21.15	\$16.21	\$23.66	7
Brewer (2nd Level)	104	\$17.00	\$25.00	\$17.23	\$25.24	7
Cellarman	107	\$13.00	\$21.36	\$14.45	\$22.12	5
Warehouse Worker	134	\$14.42	\$18.50	\$15.08	\$20.20	5

Southern California		Median		Org. Wtd Average		# Orgs
Job Title	Job Code	Salary Structure Min	Salary Structure Max	Salary Structure Min	Salary Structure Max	
Associate Brewer (3rd Level)	103	\$15.00	\$18.50	\$14.60	\$18.07	10
Brewer (2nd Level)	104	\$17.50	\$23.00	\$17.19	\$24.02	8
Brewmaster (Highest Level)	105	\$22.50	\$37.50	\$24.36	\$35.33	7
Tasting Room Manager	132	\$18.00	\$23.74	\$17.00	\$25.14	7

Non-Sales Jobs – Statewide

Job Title	Job Code	Statewide				
		25 th	Median	75 th	Average	# Orgs
Accounting Manager	102	\$32.93	\$34.86	\$36.06	\$35.73	9
Associate Brewer (3rd Level)	103	\$14.75	\$17.00	\$18.00	\$16.88	31
Brewer (2nd Level)	104	\$19.06	\$21.00	\$24.04	\$22.17	33
Brewmaster (Highest Level)	105	\$23.23	\$28.85	\$35.28	\$36.57	38
Buyer/Material Planner	106	\$25.00	\$27.75	\$30.05	\$27.41	9
Cellarman	107	\$13.75	\$16.00	\$17.63	\$16.14	20
CEO/President	108	\$43.99	\$86.53	\$107.94	\$79.74	19
CFO	109	\$46.88	\$72.12	\$91.95	\$76.09	11
CFO/COO (Hybrid)	110	--	--	--	--	1
Controller (2nd Highest Position in Finance)	111	\$38.46	\$44.23	\$51.68	\$48.53	15
COO	112	\$64.90	\$77.40	\$86.54	\$81.34	5
Delivery Driver	135	\$14.00	\$15.38	\$16.90	\$16.09	20
Director of Operations (2nd Highest Position in Operations)	113	\$29.80	\$37.00	\$56.73	\$43.36	17
Events Manager	114	\$17.75	\$23.68	\$28.72	\$24.56	14
Executive Assistant/Secretary	115	\$17.25	\$20.43	\$25.52	\$22.24	11
Facilities Manager	136	\$31.70	\$36.35	\$46.54	\$39.08	10
Financial Analyst	116	\$22.84	\$24.00	\$30.39	\$26.34	6
Founder/Owner	117	\$23.20	\$31.33	\$46.21	\$42.50	14
General Counsel	118	--	--	--	--	1
Graphic Designer	119	\$22.50	\$22.92	\$25.77	\$24.71	10
Human Resource Manager/ Director	120	\$30.08	\$40.87	\$49.88	\$41.69	15
Human Resources Analyst/Generalist	121	--	--	--	--	1
Human Resources Assistant/Coordinator	144	\$19.00	\$23.00	\$24.00	\$21.51	5
IT Director	122	\$37.55	\$54.37	\$62.52	\$51.13	7
Keg Washer	137	\$12.75	\$15.00	\$17.00	\$15.55	9
Lab Technician	123	\$17.90	\$20.09	\$22.84	\$20.03	13
Marketing Coordinator/Specialist	124	\$15.63	\$18.00	\$22.96	\$19.47	14
Marketing Manager	138	\$27.00	\$33.68	\$37.50	\$33.20	13
Marketing/Brand Manager or Public Relations Manager	127	\$31.25	\$36.05	\$37.40	\$36.94	9
Network Engineer	125	\$23.00	\$31.25	\$32.69	\$30.40	5
Packaging Assistant	140	\$13.63	\$14.23	\$15.00	\$14.56	18
Packaging Supervisor	141	\$18.13	\$20.00	\$24.80	\$21.69	12
Packaging Manager	143	\$24.01	\$28.82	\$30.94	\$28.05	6
Production Manager	126	\$30.25	\$32.91	\$36.48	\$33.35	8
Quality Control Manager	142	\$28.25	\$33.08	\$41.98	\$35.19	12
Staff Accountant	129	\$22.00	\$24.06	\$26.80	\$24.25	11
Tasting Room Associate/Bartender	130	\$10.50	\$11.25	\$11.50	\$11.10	28
Tasting Room Lead	131	\$12.05	\$13.42	\$14.00	\$13.84	18
Tasting Room Manager	132	\$17.50	\$22.84	\$25.50	\$22.11	29
Warehouse Manager	133	\$21.04	\$24.26	\$36.20	\$27.32	17
Warehouse Worker	134	\$13.64	\$15.00	\$15.35	\$15.13	19

Non-Sales Jobs – Northern California

Job Title	Job Code	Northern California				
		25 th	Median	75 th	Average	# Orgs
Accounting Manager	102	--	--	--	--	3
Associate Brewer (3rd Level)	103	\$16.13	\$17.22	\$19.08	\$17.57	14
Brewer (2nd Level)	104	\$20.14	\$22.50	\$27.16	\$24.94	15
Brewmaster (Highest Level)	105	\$28.84	\$33.65	\$46.80	\$47.40	17
Buyer/Material Planner	106	--	--	--	--	4
Cellarman	107	\$16.50	\$18.00	\$19.38	\$18.48	7
CEO/President	108	\$56.97	\$91.83	\$120.19	\$90.89	10
CFO	109	\$47.42	\$76.93	\$104.57	\$81.64	8
CFO/COO (Hybrid)	110	--	--	--	--	0
Controller (2nd Highest Position in Finance)	111	\$43.75	\$45.15	\$56.18	\$52.00	7
COO	112	--	--	--	--	3
Delivery Driver	135	\$14.50	\$15.50	\$19.33	\$17.12	9
Director of Operations (2nd Highest Position in Operations)	113	\$48.08	\$56.73	\$57.69	\$47.60	5
Events Manager	114	\$17.75	\$23.94	\$31.72	\$26.43	6
Executive Assistant/Secretary	115	\$17.75	\$20.43	\$25.52	\$22.42	7
Facilities Manager	136	\$31.70	\$35.11	\$45.60	\$39.40	6
Financial Analyst	116	--	--	--	--	2
Founder/Owner	117	\$20.41	\$37.12	\$46.21	\$49.30	6
General Counsel	118	--	--	--	--	0
Graphic Designer	119	--	--	--	--	3
Human Resource Manager/ Director	120	\$34.89	\$54.08	\$56.61	\$49.32	7
Human Resources Analyst/Generalist	121	--	--	--	--	0
Human Resources Assistant/Coordinator	144	--	--	--	--	3
IT Director	122	--	--	--	--	4
Keg Washer	137	\$15.00	\$15.00	\$17.00	\$17.38	5
Lab Technician	123	\$18.58	\$20.35	\$21.52	\$20.18	8
Marketing Coordinator/Specialist	124	\$15.00	\$15.50	\$23.00	\$18.50	5
Marketing Manager	138	\$25.75	\$33.65	\$40.87	\$33.28	5
Marketing/Brand Manager or Public Relations Manager	127	--	--	--	--	4
Network Engineer	125	--	--	--	--	2
Packaging Assistant	140	\$13.97	\$14.88	\$16.06	\$15.45	8
Packaging Supervisor	141	\$19.00	\$21.00	\$27.23	\$24.37	5
Packaging Manager	143	--	--	--	--	4
Production Manager	126	--	--	--	--	4
Quality Control Manager	142	\$40.00	\$43.87	\$46.77	\$42.42	5
Staff Accountant	129	\$23.00	\$23.53	\$24.77	\$23.66	6
Tasting Room Associate/Bartender	130	\$11.13	\$11.75	\$12.00	\$11.67	6
Tasting Room Lead	131	\$12.50	\$14.00	\$15.84	\$15.60	5
Tasting Room Manager	132	\$19.39	\$23.87	\$27.50	\$24.03	8
Warehouse Manager	133	\$20.37	\$23.75	\$33.85	\$27.65	7
Warehouse Worker	134	\$15.00	\$15.00	\$19.57	\$16.69	9

Non-Sales Jobs – Southern California

Job Title	Job Code	Southern California				
		25 th	Median	75 th	Average	# Orgs
Accounting Manager	102	\$28.25	\$34.26	\$44.77	\$36.26	6
Associate Brewer (3rd Level)	103	\$14.50	\$16.79	\$17.50	\$16.30	17
Brewer (2nd Level)	104	\$17.33	\$20.50	\$21.65	\$19.87	18
Brewmaster (Highest Level)	105	\$22.84	\$24.04	\$31.25	\$27.81	21
Buyer/Material Planner	106	\$25.00	\$25.91	\$30.05	\$26.44	5
Cellarman	107	\$13.00	\$14.00	\$17.00	\$14.88	13
CEO/President	108	\$25.00	\$72.11	\$96.15	\$67.35	9
CFO	109	--	--	--	--	3
CFO/COO (Hybrid)	110	--	--	--	--	1
Controller (2nd Highest Position in Finance)	111	\$36.00	\$39.66	\$51.08	\$45.49	8
COO	112	--	--	--	--	2
Delivery Driver	135	\$14.00	\$14.50	\$16.32	\$15.25	11
Director of Operations (2nd Highest Position in Operations)	113	\$29.60	\$36.03	\$45.67	\$41.60	12
Events Manager	114	\$20.00	\$23.68	\$26.99	\$23.16	8
Executive Assistant/Secretary	115	--	--	--	--	4
Facilities Manager	136	--	--	--	--	4
Financial Analyst	116	--	--	--	--	4
Founder/Owner	117	\$23.60	\$26.50	\$41.62	\$37.40	8
General Counsel	118	--	--	--	--	1
Graphic Designer	119	\$22.68	\$23.00	\$27.00	\$26.30	7
Human Resource Manager/ Director	120	\$29.23	\$38.47	\$41.19	\$35.01	8
Human Resources Analyst/Generalist	121	--	--	--	--	1
Human Resources Assistant/Coordinator	144	--	--	--	--	2
IT Director	122	--	--	--	--	3
Keg Washer	137	--	--	--	--	4
Lab Technician	123	\$16.80	\$18.50	\$22.84	\$19.78	5
Marketing Coordinator/Specialist	124	\$17.00	\$18.00	\$22.84	\$20.00	9
Marketing Manager	138	\$31.45	\$34.87	\$36.43	\$33.14	8
Marketing/Brand Manager or Public Relations Manager	127	\$36.05	\$36.07	\$37.40	\$38.65	5
Network Engineer	125	--	--	--	--	3
Packaging Assistant	140	\$13.25	\$14.00	\$14.83	\$13.84	10
Packaging Supervisor	141	\$15.64	\$18.50	\$24.14	\$19.77	7
Packaging Manager	143	--	--	--	--	2
Production Manager	126	--	--	--	--	4
Quality Control Manager	142	\$25.36	\$28.85	\$33.08	\$30.02	7
Staff Accountant	129	\$21.00	\$26.68	\$27.34	\$24.95	5
Tasting Room Associate/Bartender	130	\$10.50	\$11.00	\$11.50	\$10.94	22
Tasting Room Lead	131	\$12.00	\$13.00	\$14.00	\$13.17	13
Tasting Room Manager	132	\$16.00	\$22.84	\$24.03	\$21.38	21
Warehouse Manager	133	\$21.58	\$24.26	\$34.98	\$27.12	10
Warehouse Worker	134	\$13.13	\$13.64	\$14.88	\$13.72	10

Non-Sales Jobs – Greater Los Angeles Region

Job Title	Job Code	Greater Los Angeles Region				
		25 th	Median	75 th	Average	# Orgs
Accounting Manager	102	--	--	--	--	1
Associate Brewer (3rd Level)	103	--	--	--	--	4
Brewer (2nd Level)	104	\$17.50	\$20.75	\$23.27	\$20.01	6
Brewmaster (Highest Level)	105	\$23.68	\$24.50	\$31.94	\$29.77	8
Buyer/Material Planner	106	--	--	--	--	1
Cellarman	107	--	--	--	--	4
CEO/President	108	--	--	--	--	1
CFO	109	--	--	--	--	0
CFO/COO (Hybrid)	110	--	--	--	--	1
Controller (2nd Highest Position in Finance)	111	--	--	--	--	2
COO	112	--	--	--	--	0
Delivery Driver	135	--	--	--	--	2
Director of Operations (2nd Highest Position in Operations)	113	--	--	--	--	4
Events Manager	114	--	--	--	--	1
Executive Assistant/Secretary	115	--	--	--	--	0
Facilities Manager	136	--	--	--	--	1
Financial Analyst	116	--	--	--	--	0
Founder/Owner	117	--	--	--	--	4
General Counsel	118	--	--	--	--	0
Graphic Designer	119	--	--	--	--	1
Human Resource Manager/ Director	120	--	--	--	--	1
Human Resources Analyst/Generalist	121	--	--	--	--	0
Human Resources Assistant/Coordinator	144	--	--	--	--	0
IT Director	122	--	--	--	--	0
Keg Washer	137	--	--	--	--	0
Lab Technician	123	--	--	--	--	1
Marketing Coordinator/Specialist	124	--	--	--	--	2
Marketing Manager	138	--	--	--	--	1
Marketing/Brand Manager or Public Relations Manager	127	--	--	--	--	0
Network Engineer	125	--	--	--	--	1
Packaging Assistant	140	--	--	--	--	2
Packaging Supervisor	141	--	--	--	--	1
Packaging Manager	143	--	--	--	--	0
Production Manager	126	--	--	--	--	1
Quality Control Manager	142	--	--	--	--	1
Staff Accountant	129	--	--	--	--	1
Tasting Room Associate/Bartender	130	\$10.50	\$10.50	\$10.50	\$10.50	9
Tasting Room Lead	131	\$12.00	\$12.00	\$14.50	\$13.07	7
Tasting Room Manager	132	\$15.50	\$20.50	\$23.78	\$20.34	8
Warehouse Manager	133	--	--	--	--	3
Warehouse Worker	134	--	--	--	--	2

Non-Sales Jobs – San Diego Region

Job Title	Job Code	San Diego Region				
		25 th	Median	75 th	Average	# Orgs
Accounting Manager	102	\$26.45	\$33.65	\$48.07	\$36.54	5
Associate Brewer (3rd Level)	103	\$14.75	\$16.77	\$17.29	\$16.43	12
Brewer (2nd Level)	104	\$17.55	\$19.91	\$21.21	\$19.69	11
Brewmaster (Highest Level)	105	\$22.76	\$23.74	\$30.16	\$26.82	12
Buyer/Material Planner	106	--	--	--	--	4
Cellarman	107	\$13.00	\$13.92	\$15.14	\$14.10	7
CEO/President	108	\$24.50	\$68.56	\$88.94	\$63.75	8
CFO	109	--	--	--	--	2
CFO/COO (Hybrid)	110	--	--	--	--	0
Controller (2nd Highest Position in Finance)	111	\$36.00	\$36.03	\$41.47	\$43.43	6
COO	112	--	--	--	--	2
Delivery Driver	135	\$14.00	\$14.19	\$16.53	\$15.24	9
Director of Operations (2nd Highest Position in Operations)	113	\$35.93	\$36.53	\$48.32	\$45.31	8
Events Manager	114	\$19.92	\$24.52	\$27.66	\$23.47	7
Executive Assistant/Secretary	115	--	--	--	--	4
Facilities Manager	136	--	--	--	--	3
Financial Analyst	116	--	--	--	--	4
Founder/Owner	117	--	--	--	--	3
General Counsel	118	--	--	--	--	1
Graphic Designer	119	\$22.59	\$22.92	\$24.50	\$25.85	6
Human Resource Manager/ Director	120	\$33.05	\$38.47	\$40.27	\$35.79	6
Human Resources Analyst/Generalist	121	--	--	--	--	1
Human Resources Assistant/Coordinator	144	--	--	--	--	2
IT Director	122	--	--	--	--	3
Keg Washer	137	--	--	--	--	3
Lab Technician	123	--	--	--	--	4
Marketing Coordinator/Specialist	124	\$16.50	\$18.00	\$19.50	\$19.32	6
Marketing Manager	138	\$29.97	\$33.68	\$36.07	\$32.52	7
Marketing/Brand Manager or Public Relations Manager	127	\$36.05	\$36.07	\$37.40	\$38.65	5
Network Engineer	125	--	--	--	--	2
Packaging Assistant	140	\$12.69	\$14.17	\$15.00	\$13.80	8
Packaging Supervisor	141	\$14.96	\$20.50	\$24.21	\$19.99	6
Packaging Manager	143	--	--	--	--	2
Production Manager	126	--	--	--	--	3
Quality Control Manager	142	\$24.82	\$27.65	\$31.73	\$28.13	6
Staff Accountant	129	--	--	--	--	4
Tasting Room Associate/Bartender	130	\$11.38	\$11.50	\$11.50	\$11.35	12
Tasting Room Lead	131	\$12.81	\$13.42	\$13.88	\$13.28	6
Tasting Room Manager	132	\$22.82	\$23.26	\$24.40	\$22.86	12
Warehouse Manager	133	\$19.72	\$24.04	\$28.12	\$24.96	7
Warehouse Worker	134	\$12.75	\$13.54	\$14.63	\$13.54	8

Non-Sales Jobs – San Francisco / Bay Area Region & North Bay Regions

Job Title	Job Code	San Francisco / Bay Area & North Bay Regions				
		25 th	Median	75 th	Average	# Orgs
Accounting Manager	102	--	--	--	--	2
Associate Brewer (3rd Level)	103	\$18.31	\$19.23	\$20.87	\$19.87	7
Brewer (2nd Level)	104	\$21.00	\$23.83	\$30.42	\$27.23	9
Brewmaster (Highest Level)	105	\$26.92	\$29.00	\$43.27	\$39.32	9
Buyer/Material Planner	106	--	--	--	--	3
Cellarman	107	--	--	--	--	2
CEO/President	108	--	--	--	--	4
CFO	109	--	--	--	--	4
CFO/COO (Hybrid)	110	--	--	--	--	0
Controller (2nd Highest Position in Finance)	111	--	--	--	--	4
COO	112	--	--	--	--	2
Delivery Driver	135	\$13.38	\$15.25	\$19.00	\$17.34	6
Director of Operations (2nd Highest Position in Operations)	113	--	--	--	--	3
Events Manager	114	--	--	--	--	3
Executive Assistant/Secretary	115	--	--	--	--	3
Facilities Manager	136	--	--	--	--	3
Financial Analyst	116	--	--	--	--	1
Founder/Owner	117	--	--	--	--	4
General Counsel	118	--	--	--	--	0
Graphic Designer	119	--	--	--	--	0
Human Resource Manager/ Director	120	--	--	--	--	3
Human Resources Analyst/Generalist	121	--	--	--	--	0
Human Resources Assistant/Coordinator	144	--	--	--	--	2
IT Director	122	--	--	--	--	1
Keg Washer	137	--	--	--	--	2
Lab Technician	123	--	--	--	--	4
Marketing Coordinator/Specialist	124	--	--	--	--	2
Marketing Manager	138	--	--	--	--	3
Marketing/Brand Manager or Public Relations Manager	127	--	--	--	--	2
Network Engineer	125	--	--	--	--	1
Packaging Assistant	140	--	--	--	--	4
Packaging Supervisor	141	--	--	--	--	1
Packaging Manager	143	--	--	--	--	3
Production Manager	126	--	--	--	--	3
Quality Control Manager	142	--	--	--	--	3
Staff Accountant	129	--	--	--	--	3
Tasting Room Associate/Bartender	130	--	--	--	--	1
Tasting Room Lead	131	--	--	--	--	1
Tasting Room Manager	132	\$20.02	\$25.50	\$26.25	\$22.80	5
Warehouse Manager	133	--	--	--	--	3
Warehouse Worker	134	--	--	--	--	4

Non-Sales Jobs – Under 25 FTE

Job Title	Job Code	Under 25 FTE				
		25 th	Median	75 th	Average	# Orgs
Accounting Manager	102	--	--	--	--	0
Associate Brewer (3rd Level)	103	\$12.75	\$16.25	\$18.00	\$15.76	10
Brewer (2nd Level)	104	\$16.50	\$21.00	\$24.03	\$20.47	13
Brewmaster (Highest Level)	105	\$23.00	\$26.92	\$34.00	\$28.80	17
Buyer/Material Planner	106	--	--	--	--	0
Cellarman	107	\$14.00	\$17.00	\$18.00	\$16.45	5
CEO/President	108	\$23.00	\$23.08	\$25.00	\$24.97	5
CFO	109	--	--	--	--	2
CFO/COO (Hybrid)	110	--	--	--	--	1
Controller (2nd Highest Position in Finance)	111	--	--	--	--	1
COO	112	--	--	--	--	1
Delivery Driver	135	\$12.00	\$13.00	\$15.50	\$13.70	5
Director of Operations (2nd Highest Position in Operations)	113	--	--	--	--	4
Events Manager	114	--	--	--	--	1
Executive Assistant/Secretary	115	--	--	--	--	0
Facilities Manager	136	--	--	--	--	0
Financial Analyst	116	--	--	--	--	0
Founder/Owner	117	\$15.50	\$23.00	\$35.76	\$27.27	7
General Counsel	118	--	--	--	--	0
Graphic Designer	119	--	--	--	--	1
Human Resource Manager/ Director	120	--	--	--	--	1
Human Resources Analyst/Generalist	121	--	--	--	--	0
Human Resources Assistant/Coordinator	144	--	--	--	--	0
IT Director	122	--	--	--	--	0
Keg Washer	137	--	--	--	--	1
Lab Technician	123	--	--	--	--	0
Marketing Coordinator/Specialist	124	--	--	--	--	4
Marketing Manager	138	--	--	--	--	1
Marketing/Brand Manager or Public Relations Manager	127	--	--	--	--	0
Network Engineer	125	--	--	--	--	0
Packaging Assistant	140	--	--	--	--	2
Packaging Supervisor	141	--	--	--	--	0
Packaging Manager	143	--	--	--	--	1
Production Manager	126	--	--	--	--	0
Quality Control Manager	142	--	--	--	--	1
Staff Accountant	129	--	--	--	--	2
Tasting Room Associate/Bartender	130	\$10.00	\$10.50	\$11.50	\$10.86	11
Tasting Room Lead	131	\$12.00	\$12.10	\$14.30	\$12.87	6
Tasting Room Manager	132	\$14.00	\$19.00	\$24.62	\$19.12	11
Warehouse Manager	133	--	--	--	--	0
Warehouse Worker	134	--	--	--	--	1

Non-Sales Jobs – Between 25 & 100 FTE

Job Title	Job Code	Between 25 & 100 FTE				
		25 th	Median	75 th	Average	# Orgs
Accounting Manager	102	--	--	--	--	3
Associate Brewer (3rd Level)	103	\$15.63	\$17.00	\$18.17	\$17.00	12
Brewer (2nd Level)	104	\$18.53	\$20.50	\$22.92	\$20.97	11
Brewmaster (Highest Level)	105	\$22.84	\$24.32	\$30.09	\$26.62	12
Buyer/Material Planner	106	--	--	--	--	3
Cellarman	107	\$13.00	\$15.30	\$17.50	\$15.44	9
CEO/President	108	\$61.30	\$84.13	\$96.15	\$83.17	6
CFO	109	--	--	--	--	2
CFO/COO (Hybrid)	110	--	--	--	--	0
Controller (2nd Highest Position in Finance)	111	\$36.00	\$42.06	\$45.67	\$43.95	8
COO	112	--	--	--	--	1
Delivery Driver	135	\$14.00	\$14.00	\$14.50	\$15.20	5
Director of Operations (2nd Highest Position in Operations)	113	\$33.25	\$40.13	\$49.28	\$40.42	8
Events Manager	114	\$16.11	\$17.00	\$21.00	\$19.02	5
Executive Assistant/Secretary	115	\$17.00	\$17.00	\$21.00	\$19.78	5
Facilities Manager	136	\$31.25	\$32.71	\$35.20	\$34.10	5
Financial Analyst	116	--	--	--	--	2
Founder/Owner	117	\$25.25	\$34.80	\$46.21	\$43.60	6
General Counsel	118	--	--	--	--	0
Graphic Designer	119	\$22.50	\$23.00	\$25.00	\$23.30	5
Human Resource Manager/ Director	120	\$26.44	\$40.87	\$42.16	\$37.00	5
Human Resources Analyst/Generalist	121	--	--	--	--	0
Human Resources Assistant/Coordinator	144	--	--	--	--	1
IT Director	122	--	--	--	--	1
Keg Washer	137	--	--	--	--	3
Lab Technician	123	\$16.22	\$18.50	\$24.00	\$19.85	5
Marketing Coordinator/Specialist	124	\$16.00	\$18.00	\$20.00	\$18.37	5
Marketing Manager	138	\$32.93	\$36.07	\$37.50	\$33.68	5
Marketing/Brand Manager or Public Relations Manager	127	--	--	--	--	3
Network Engineer	125	--	--	--	--	2
Packaging Assistant	140	\$12.38	\$14.00	\$15.50	\$13.86	7
Packaging Supervisor	141	\$15.64	\$18.50	\$19.88	\$18.26	7
Packaging Manager	143	--	--	--	--	1
Production Manager	126	--	--	--	--	3
Quality Control Manager	142	--	--	--	--	3
Staff Accountant	129	--	--	--	--	3
Tasting Room Associate/Bartender	130	\$10.50	\$11.00	\$11.50	\$11.22	9
Tasting Room Lead	131	\$12.63	\$13.42	\$13.96	\$13.14	6
Tasting Room Manager	132	\$22.23	\$23.08	\$24.03	\$23.41	9
Warehouse Manager	133	\$19.00	\$23.24	\$33.87	\$26.20	6
Warehouse Worker	134	\$13.13	\$14.13	\$15.05	\$13.84	8

Non-Sales Jobs – Over 100 FTE

Job Title	Job Code	Over 100 FTE				
		25 th	Median	75 th	Average	# Orgs
Accounting Manager	102	\$33.99	\$35.53	\$45.07	\$38.99	6
Associate Brewer (3rd Level)	103	\$16.50	\$17.18	\$18.61	\$17.96	9
Brewer (2nd Level)	104	\$19.91	\$20.55	\$30.42	\$26.10	9
Brewmaster (Highest Level)	105	\$38.46	\$46.80	\$83.17	\$64.54	9
Buyer/Material Planner	106	\$26.37	\$28.90	\$30.60	\$28.45	6
Cellarman	107	\$14.71	\$16.50	\$17.00	\$16.94	6
CEO/President	108	\$87.26	\$107.94	\$128.61	\$111.40	8
CFO	109	\$76.93	\$90.14	\$115.39	\$99.70	7
CFO/COO (Hybrid)	110	--	--	--	--	0
Controller (2nd Highest Position in Finance)	111	\$44.46	\$45.58	\$68.68	\$54.30	6
COO	112	--	--	--	--	3
Delivery Driver	135	\$15.25	\$16.00	\$19.00	\$17.92	9
Director of Operations (2nd Highest Position in Operations)	113	\$36.06	\$56.73	\$63.46	\$55.90	5
Events Manager	114	\$24.10	\$27.10	\$32.72	\$28.97	8
Executive Assistant/Secretary	115	\$18.61	\$21.80	\$30.51	\$24.30	6
Facilities Manager	136	\$37.50	\$47.89	\$48.30	\$44.07	5
Financial Analyst	116	--	--	--	--	4
Founder/Owner	117	--	--	--	--	1
General Counsel	118	--	--	--	--	1
Graphic Designer	119	--	--	--	--	4
Human Resource Manager/ Director	120	\$38.46	\$40.87	\$54.08	\$46.35	9
Human Resources Analyst/Generalist	121	--	--	--	--	1
Human Resources Assistant/Coordinator	144	--	--	--	--	4
IT Director	122	\$45.92	\$57.23	\$63.73	\$54.44	6
Keg Washer	137	\$15.00	\$15.00	\$17.80	\$17.54	5
Lab Technician	123	\$18.58	\$20.35	\$21.46	\$20.14	8
Marketing Coordinator/Specialist	124	\$18.00	\$23.00	\$25.00	\$22.08	5
Marketing Manager	138	\$29.70	\$33.68	\$38.47	\$33.74	7
Marketing/Brand Manager or Public Relations Manager	127	\$31.59	\$34.33	\$47.36	\$39.00	6
Network Engineer	125	--	--	--	--	3
Packaging Assistant	140	\$14.13	\$14.75	\$15.00	\$15.34	9
Packaging Supervisor	141	\$24.00	\$26.36	\$27.23	\$26.49	5
Packaging Manager	143	--	--	--	--	4
Production Manager	126	\$27.23	\$31.25	\$34.53	\$30.17	5
Quality Control Manager	142	\$29.71	\$33.08	\$44.60	\$36.69	8
Staff Accountant	129	\$24.72	\$26.80	\$27.24	\$25.79	6
Tasting Room Associate/Bartender	130	\$11.25	\$11.50	\$11.63	\$11.39	7
Tasting Room Lead	131	\$13.90	\$14.00	\$15.84	\$16.23	5
Tasting Room Manager	132	\$19.39	\$22.84	\$26.93	\$24.21	8
Warehouse Manager	133	\$21.44	\$24.04	\$31.75	\$27.10	10
Warehouse Worker	134	\$14.25	\$15.00	\$15.89	\$15.67	9

Non-Sales Jobs – Under \$3MM Revenue

Job Title	Job Code	Under \$3MM Revenue				
		25 th	Median	75 th	Average	# Orgs
Accounting Manager	102	--	--	--	--	0
Associate Brewer (3rd Level)	103	\$12.88	\$14.75	\$18.00	\$15.57	12
Brewer (2nd Level)	104	\$16.51	\$21.00	\$23.65	\$20.25	14
Brewmaster (Highest Level)	105	\$22.84	\$25.96	\$33.74	\$28.60	20
Buyer/Material Planner	106	--	--	--	--	0
Cellarman	107	\$13.50	\$15.30	\$17.50	\$15.76	7
CEO/President	108	\$23.00	\$23.08	\$25.00	\$24.97	5
CFO	109	--	--	--	--	2
CFO/COO (Hybrid)	110	--	--	--	--	1
Controller (2nd Highest Position in Finance)	111	--	--	--	--	1
COO	112	--	--	--	--	1
Delivery Driver	135	\$12.25	\$13.50	\$15.13	\$13.75	6
Director of Operations (2nd Highest Position in Operations)	113	\$23.44	\$25.00	\$29.00	\$24.55	5
Events Manager	114	--	--	--	--	1
Executive Assistant/Secretary	115	--	--	--	--	0
Facilities Manager	136	--	--	--	--	0
Financial Analyst	116	--	--	--	--	0
Founder/Owner	117	\$16.00	\$24.00	\$33.65	\$27.40	9
General Counsel	118	--	--	--	--	0
Graphic Designer	119	--	--	--	--	1
Human Resource Manager/ Director	120	--	--	--	--	2
Human Resources Analyst/Generalist	121	--	--	--	--	0
Human Resources Assistant/Coordinator	144	--	--	--	--	0
IT Director	122	--	--	--	--	0
Keg Washer	137	--	--	--	--	0
Lab Technician	123	--	--	--	--	0
Marketing Coordinator/Specialist	124	\$15.50	\$17.00	\$18.00	\$17.66	5
Marketing Manager	138	--	--	--	--	2
Marketing/Brand Manager or Public Relations Manager	127	--	--	--	--	0
Network Engineer	125	--	--	--	--	0
Packaging Assistant	140	--	--	--	--	1
Packaging Supervisor	141	--	--	--	--	0
Packaging Manager	143	--	--	--	--	0
Production Manager	126	--	--	--	--	0
Quality Control Manager	142	--	--	--	--	0
Staff Accountant	129	--	--	--	--	1
Tasting Room Associate/Bartender	130	\$10.50	\$10.50	\$11.50	\$10.92	13
Tasting Room Lead	131	\$12.00	\$12.20	\$14.50	\$13.03	7
Tasting Room Manager	132	\$15.00	\$22.00	\$23.74	\$19.98	13
Warehouse Manager	133	--	--	--	--	1
Warehouse Worker	134	--	--	--	--	0

Non-Sales Jobs – Between \$3MM & \$20MM Revenue

Job Title	Job Code	Between \$3MM & \$20MM Revenue				
		25 th	Median	75 th	Average	# Orgs
Accounting Manager	102	\$26.45	\$34.86	\$36.06	\$34.35	5
Associate Brewer (3rd Level)	103	\$16.56	\$17.03	\$19.45	\$17.33	12
Brewer (2nd Level)	104	\$18.80	\$20.75	\$24.18	\$22.09	12
Brewmaster (Highest Level)	105	\$24.09	\$27.15	\$29.00	\$28.17	10
Buyer/Material Planner	106	--	--	--	--	3
Cellarman	107	\$13.46	\$16.00	\$17.88	\$15.81	7
CEO/President	108	\$64.90	\$86.53	\$96.15	\$83.65	7
CFO	109	--	--	--	--	3
CFO/COO (Hybrid)	110	--	--	--	--	0
Controller (2nd Highest Position in Finance)	111	\$36.00	\$42.06	\$45.67	\$43.95	8
COO	112	--	--	--	--	1
Delivery Driver	135	\$14.05	\$14.35	\$15.63	\$15.37	6
Director of Operations (2nd Highest Position in Operations)	113	\$36.75	\$45.67	\$54.08	\$46.33	8
Events Manager	114	\$16.56	\$21.00	\$26.20	\$21.07	7
Executive Assistant/Secretary	115	\$17.00	\$17.00	\$21.00	\$19.78	5
Facilities Manager	136	\$31.25	\$32.71	\$35.20	\$34.10	5
Financial Analyst	116	--	--	--	--	4
Founder/Owner	117	--	--	--	--	3
General Counsel	118	--	--	--	--	0
Graphic Designer	119	\$22.50	\$23.00	\$25.00	\$23.30	5
Human Resource Manager/ Director	120	\$40.87	\$42.16	\$45.67	\$42.13	5
Human Resources Analyst/Generalist	121	--	--	--	--	0
Human Resources Assistant/Coordinator	144	--	--	--	--	2
IT Director	122	--	--	--	--	1
Keg Washer	137	--	--	--	--	3
Lab Technician	123	\$16.79	\$20.79	\$23.77	\$20.39	6
Marketing Coordinator/Specialist	124	\$16.50	\$19.00	\$22.13	\$19.47	6
Marketing Manager	138	\$36.07	\$37.50	\$38.46	\$37.22	5
Marketing/Brand Manager or Public Relations Manager	127	\$25.24	\$36.05	\$36.07	\$31.95	5
Network Engineer	125	--	--	--	--	2
Packaging Assistant	140	\$13.00	\$13.75	\$14.75	\$13.75	10
Packaging Supervisor	141	\$16.32	\$18.63	\$21.75	\$18.98	8
Packaging Manager	143	--	--	--	--	3
Production Manager	126	--	--	--	--	4
Quality Control Manager	142	\$24.28	\$28.85	\$40.00	\$31.51	5
Staff Accountant	129	--	--	--	--	4
Tasting Room Associate/Bartender	130	\$10.88	\$11.00	\$11.50	\$11.25	8
Tasting Room Lead	131	\$12.50	\$13.00	\$13.83	\$12.97	5
Tasting Room Manager	132	\$21.68	\$22.91	\$25.10	\$23.07	8
Warehouse Manager	133	\$18.00	\$24.48	\$36.82	\$27.12	7
Warehouse Worker	134	\$13.25	\$14.50	\$15.10	\$14.61	11

Non-Sales Jobs – Over \$20MM Revenue

Job Title	Job Code	Over \$20MM Revenue				
		25 th	Median	75 th	Average	# Orgs
Accounting Manager	102	--	--	--	--	4
Associate Brewer (3rd Level)	103	\$16.65	\$17.18	\$17.94	\$18.34	7
Brewer (2nd Level)	104	\$20.09	\$20.55	\$27.70	\$26.17	7
Brewmaster (Highest Level)	105	\$42.63	\$50.45	\$92.67	\$73.16	7
Buyer/Material Planner	106	\$26.37	\$28.90	\$30.60	\$28.45	6
Cellarman	107	\$16.00	\$17.00	\$17.00	\$17.72	5
CEO/President	108	\$91.83	\$119.72	\$137.02	\$114.95	7
CFO	109	\$76.63	\$91.95	\$126.20	\$102.70	6
CFO/COO (Hybrid)	110	--	--	--	--	0
Controller (2nd Highest Position in Finance)	111	\$44.46	\$45.58	\$68.68	\$54.30	6
COO	112	--	--	--	--	3
Delivery Driver	135	\$15.59	\$16.53	\$19.17	\$18.72	7
Director of Operations (2nd Highest Position in Operations)	113	--	--	--	--	4
Events Manager	114	\$23.71	\$29.48	\$32.91	\$29.89	6
Executive Assistant/Secretary	115	\$18.61	\$21.80	\$30.51	\$24.30	6
Facilities Manager	136	\$37.50	\$47.89	\$48.30	\$44.07	5
Financial Analyst	116	--	--	--	--	2
Founder/Owner	117	--	--	--	--	1
General Counsel	118	--	--	--	--	1
Graphic Designer	119	--	--	--	--	4
Human Resource Manager/ Director	120	\$36.66	\$39.67	\$54.98	\$46.43	8
Human Resources Analyst/Generalist	121	--	--	--	--	1
Human Resources Assistant/Coordinator	144	--	--	--	--	3
IT Director	122	\$45.92	\$57.23	\$63.73	\$54.44	6
Keg Washer	137	\$15.00	\$15.00	\$17.80	\$17.54	5
Lab Technician	123	\$18.35	\$20.09	\$20.80	\$19.72	7
Marketing Coordinator/Specialist	124	--	--	--	--	3
Marketing Manager	138	\$27.73	\$33.67	\$35.47	\$32.50	6
Marketing/Brand Manager or Public Relations Manager	127	--	--	--	--	4
Network Engineer	125	--	--	--	--	3
Packaging Assistant	140	\$14.54	\$15.00	\$15.68	\$15.79	7
Packaging Supervisor	141	--	--	--	--	4
Packaging Manager	143	--	--	--	--	3
Production Manager	126	--	--	--	--	4
Quality Control Manager	142	\$31.35	\$33.46	\$45.32	\$37.81	7
Staff Accountant	129	\$24.72	\$26.80	\$27.24	\$25.79	6
Tasting Room Associate/Bartender	130	\$11.50	\$11.50	\$11.75	\$11.65	5
Tasting Room Lead	131	\$13.90	\$14.00	\$15.84	\$16.23	5
Tasting Room Manager	132	\$22.84	\$24.17	\$29.81	\$26.40	6
Warehouse Manager	133	\$21.72	\$24.04	\$28.63	\$27.04	8
Warehouse Worker	134	\$14.63	\$15.00	\$17.73	\$16.15	7

Non-Sales Jobs – Under 1,500 BBLs

Job Title	Job Code	Under 1500 BBLs				
		25 th	Median	75 th	Average	# Orgs
Accounting Manager	102	--	--	--	--	0
Associate Brewer (3rd Level)	103	\$12.88	\$14.00	\$15.25	\$14.86	8
Brewer (2nd Level)	104	\$17.84	\$22.19	\$23.65	\$20.73	6
Brewmaster (Highest Level)	105	\$22.83	\$24.00	\$28.85	\$25.63	14
Buyer/Material Planner	106	--	--	--	--	0
Cellarman	107	--	--	--	--	3
CEO/President	108	--	--	--	--	3
CFO	109	--	--	--	--	0
CFO/COO (Hybrid)	110	--	--	--	--	1
Controller (2nd Highest Position in Finance)	111	--	--	--	--	0
COO	112	--	--	--	--	1
Delivery Driver	135	--	--	--	--	2
Director of Operations (2nd Highest Position in Operations)	113	--	--	--	--	4
Events Manager	114	--	--	--	--	1
Executive Assistant/Secretary	115	--	--	--	--	0
Facilities Manager	136	--	--	--	--	0
Financial Analyst	116	--	--	--	--	0
Founder/Owner	117	\$19.50	\$29.00	\$40.87	\$30.73	7
General Counsel	118	--	--	--	--	0
Graphic Designer	119	--	--	--	--	0
Human Resource Manager/ Director	120	--	--	--	--	1
Human Resources Analyst/Generalist	121	--	--	--	--	0
Human Resources Assistant/Coordinator	144	--	--	--	--	0
IT Director	122	--	--	--	--	0
Keg Washer	137	--	--	--	--	0
Lab Technician	123	--	--	--	--	0
Marketing Coordinator/Specialist	124	--	--	--	--	1
Marketing Manager	138	--	--	--	--	1
Marketing/Brand Manager or Public Relations Manager	127	--	--	--	--	0
Network Engineer	125	--	--	--	--	0
Packaging Assistant	140	--	--	--	--	0
Packaging Supervisor	141	--	--	--	--	0
Packaging Manager	143	--	--	--	--	0
Production Manager	126	--	--	--	--	0
Quality Control Manager	142	--	--	--	--	0
Staff Accountant	129	--	--	--	--	0
Tasting Room Associate/Bartender	130	\$10.38	\$10.50	\$11.50	\$10.81	8
Tasting Room Lead	131	\$12.00	\$12.20	\$14.00	\$12.84	5
Tasting Room Manager	132	\$15.50	\$22.42	\$23.51	\$20.28	8
Warehouse Manager	133	--	--	--	--	1
Warehouse Worker	134	--	--	--	--	0

Non-Sales Jobs – Between 1,500 & 15,000 BBLs

Job Title	Job Code	Between 1,500 & 15,000 BBLs				
		25 th	Median	75 th	Average	# Orgs
Accounting Manager	102	--	--	--	--	1
Associate Brewer (3rd Level)	103	\$16.25	\$17.75	\$18.00	\$16.83	8
Brewer (2nd Level)	104	\$16.51	\$20.50	\$22.52	\$20.25	11
Brewmaster (Highest Level)	105	\$23.94	\$30.15	\$35.13	\$31.10	10
Buyer/Material Planner	106	--	--	--	--	1
Cellarman	107	\$13.81	\$16.15	\$17.69	\$15.85	8
CEO/President	108	\$23.08	\$56.73	\$57.69	\$51.33	5
CFO	109	--	--	--	--	3
CFO/COO (Hybrid)	110	--	--	--	--	0
Controller (2nd Highest Position in Finance)	111	--	--	--	--	4
COO	112	--	--	--	--	0
Delivery Driver	135	\$12.50	\$14.25	\$15.25	\$14.00	6
Director of Operations (2nd Highest Position in Operations)	113	--	--	--	--	4
Events Manager	114	--	--	--	--	3
Executive Assistant/Secretary	115	--	--	--	--	0
Facilities Manager	136	--	--	--	--	1
Financial Analyst	116	--	--	--	--	0
Founder/Owner	117	\$23.00	\$23.80	\$37.86	\$28.25	5
General Counsel	118	--	--	--	--	0
Graphic Designer	119	--	--	--	--	3
Human Resource Manager/ Director	120	--	--	--	--	2
Human Resources Analyst/Generalist	121	--	--	--	--	0
Human Resources Assistant/Coordinator	144	--	--	--	--	0
IT Director	122	--	--	--	--	0
Keg Washer	137	--	--	--	--	1
Lab Technician	123	--	--	--	--	1
Marketing Coordinator/Specialist	124	\$15.50	\$17.00	\$22.84	\$18.62	5
Marketing Manager	138	--	--	--	--	2
Marketing/Brand Manager or Public Relations Manager	127	--	--	--	--	1
Network Engineer	125	--	--	--	--	1
Packaging Assistant	140	--	--	--	--	3
Packaging Supervisor	141	--	--	--	--	3
Packaging Manager	143	--	--	--	--	0
Production Manager	126	--	--	--	--	2
Quality Control Manager	142	--	--	--	--	1
Staff Accountant	129	--	--	--	--	1
Tasting Room Associate/Bartender	130	\$10.38	\$11.00	\$11.50	\$10.94	8
Tasting Room Lead	131	\$12.00	\$12.50	\$13.83	\$12.97	5
Tasting Room Manager	132	\$14.25	\$20.62	\$24.77	\$19.82	8
Warehouse Manager	133	--	--	--	--	2
Warehouse Worker	134	--	--	--	--	3

Non-Sales Jobs – Over 15,000 BBLs

Job Title	Job Code	Over 15,000 BBLs				
		25 th	Median	75 th	Average	# Orgs
Accounting Manager	102	\$31.31	\$34.33	\$39.06	\$35.84	8
Associate Brewer (3rd Level)	103	\$16.77	\$17.05	\$18.92	\$17.98	15
Brewer (2nd Level)	104	\$19.88	\$20.78	\$25.04	\$24.04	16
Brewmaster (Highest Level)	105	\$26.34	\$36.06	\$49.54	\$51.43	14
Buyer/Material Planner	106	\$24.05	\$26.83	\$30.23	\$27.08	8
Cellarman	107	\$14.28	\$16.00	\$17.00	\$16.89	9
CEO/President	108	\$87.02	\$96.15	\$120.19	\$107.24	11
CFO	109	\$67.97	\$85.94	\$104.57	\$94.15	8
CFO/COO (Hybrid)	110	--	--	--	--	0
Controller (2nd Highest Position in Finance)	111	\$38.46	\$44.23	\$56.18	\$49.57	11
COO	112	--	--	--	--	4
Delivery Driver	135	\$14.88	\$16.00	\$19.17	\$17.71	11
Director of Operations (2nd Highest Position in Operations)	113	\$36.06	\$43.27	\$60.00	\$50.64	9
Events Manager	114	\$23.26	\$27.10	\$31.72	\$27.78	10
Executive Assistant/Secretary	115	\$17.25	\$20.43	\$25.52	\$22.24	11
Facilities Manager	136	\$31.36	\$37.50	\$47.89	\$39.52	9
Financial Analyst	116	\$22.84	\$24.00	\$30.39	\$26.34	6
Founder/Owner	117	--	--	--	--	2
General Counsel	118	--	--	--	--	1
Graphic Designer	119	\$22.51	\$22.84	\$24.52	\$24.73	7
Human Resource Manager/ Director	120	\$36.66	\$40.87	\$54.44	\$45.00	12
Human Resources Analyst/Generalist	121	--	--	--	--	1
Human Resources Assistant/Coordinator	144	\$19.00	\$23.00	\$24.00	\$21.51	5
IT Director	122	\$37.55	\$54.37	\$62.52	\$51.13	7
Keg Washer	137	\$12.89	\$15.00	\$17.20	\$15.99	8
Lab Technician	123	\$17.63	\$20.35	\$22.90	\$20.15	12
Marketing Coordinator/Specialist	124	\$15.75	\$19.00	\$23.50	\$20.18	8
Marketing Manager	138	\$33.11	\$34.87	\$37.86	\$34.36	10
Marketing/Brand Manager or Public Relations Manager	127	\$32.27	\$36.06	\$40.83	\$38.43	8
Network Engineer	125	--	--	--	--	4
Packaging Assistant	140	\$13.25	\$14.33	\$15.00	\$14.52	15
Packaging Supervisor	141	\$19.00	\$24.00	\$26.36	\$23.23	9
Packaging Manager	143	\$24.01	\$28.82	\$30.94	\$28.05	6
Production Manager	126	\$28.24	\$32.89	\$34.78	\$32.36	6
Quality Control Manager	142	\$27.65	\$32.69	\$41.94	\$34.63	11
Staff Accountant	129	\$23.00	\$24.53	\$26.86	\$24.67	10
Tasting Room Associate/Bartender	130	\$11.00	\$11.50	\$11.63	\$11.48	11
Tasting Room Lead	131	\$13.45	\$14.00	\$14.92	\$15.45	7
Tasting Room Manager	132	\$21.39	\$22.84	\$27.17	\$24.40	11
Warehouse Manager	133	\$21.04	\$24.26	\$32.97	\$26.95	13
Warehouse Worker	134	\$13.54	\$15.00	\$15.70	\$15.35	15

Sales Jobs – Statewide

Job Title	Job Code	Statewide				
		25 th	Median	75 th	Average	# Orgs
Account Manager/Rep - On Premise	101a	\$14.16	\$19.00	\$22.24	\$18.54	7
Account Manager/Rep - Off Premise	101b	\$14.16	\$17.63	\$18.00	\$19.26	5
Account Manager/Rep - Key Accounts	101c	\$17.31	\$22.50	\$28.26	\$22.51	5
Account Manager/Rep - Comprehensive	101d	\$17.63	\$23.29	\$27.11	\$22.35	22
Sales Manager - On Premise	128a	--	--	--	--	4
Sales Manager - Off Premise	128b	\$18.39	\$21.69	\$27.76	\$24.38	6
Sales Manager - Key Accounts	128c	--	--	--	--	2
Sales Manager - Comprehensive	128d	\$28.22	\$31.25	\$37.20	\$32.20	11
National Sales Manager	139	\$38.58	\$42.12	\$48.76	\$46.72	14

Sales Jobs – Northern California

Job Title	Job Code	Northern California				
		25 th	Median	75 th	Average	# Orgs
Account Manager/Rep - On Premise	101a	--	--	--	--	2
Account Manager/Rep - Off Premise	101b	--	--	--	--	2
Account Manager/Rep - Key Accounts	101c	--	--	--	--	3
Account Manager/Rep - Comprehensive	101d	\$24.28	\$25.57	\$26.86	\$23.90	6
Sales Manager - On Premise	128a	--	--	--	--	1
Sales Manager - Off Premise	128b	--	--	--	--	3
Sales Manager - Key Accounts	128c	--	--	--	--	2
Sales Manager - Comprehensive	128d	\$33.65	\$37.02	\$37.37	\$35.71	5
National Sales Manager	139	\$39.74	\$42.65	\$48.65	\$46.74	6

Sales Jobs – Southern California

Job Title	Job Code	Southern California				
		25 th	Median	75 th	Average	# Orgs
Account Manager/Rep - On Premise	101a	\$14.16	\$14.16	\$22.84	\$17.83	5
Account Manager/Rep - Off Premise	101b	--	--	--	--	3
Account Manager/Rep - Key Accounts	101c	--	--	--	--	2
Account Manager/Rep - Comprehensive	101d	\$16.77	\$22.78	\$27.46	\$21.76	16
Sales Manager - On Premise	128a	--	--	--	--	3
Sales Manager - Off Premise	128b	--	--	--	--	3
Sales Manager - Key Accounts	128c	--	--	--	--	0
Sales Manager - Comprehensive	128d	\$25.74	\$28.22	\$30.94	\$29.28	6
National Sales Manager	139	\$38.46	\$40.88	\$49.10	\$46.71	8

Sales Jobs – Greater Los Angeles Region

Job Title	Job Code	Greater Los Angeles Region				
		25 th	Median	75 th	Average	# Orgs
Account Manager/Rep - On Premise	101a	--	--	--	--	2
Account Manager/Rep - Off Premise	101b	--	--	--	--	1
Account Manager/Rep - Key Accounts	101c	--	--	--	--	0
Account Manager/Rep - Comprehensive	101d	\$19.24	\$25.30	\$29.00	\$23.28	6
Sales Manager - On Premise	128a	--	--	--	--	1
Sales Manager - Off Premise	128b	--	--	--	--	1
Sales Manager - Key Accounts	128c	--	--	--	--	0
Sales Manager - Comprehensive	128d	--	--	--	--	1
National Sales Manager	139	--	--	--	--	2

Sales Jobs – San Diego Region

Job Title	Job Code	San Diego Region				
		25 th	Median	75 th	Average	# Orgs
Account Manager/Rep - On Premise	101a	--	--	--	--	3
Account Manager/Rep - Off Premise	101b	--	--	--	--	2
Account Manager/Rep - Key Accounts	101c	--	--	--	--	2
Account Manager/Rep - Comprehensive	101d	\$15.31	\$21.40	\$23.36	\$20.85	10
Sales Manager - On Premise	128a	--	--	--	--	2
Sales Manager - Off Premise	128b	--	--	--	--	2
Sales Manager - Key Accounts	128c	--	--	--	--	0
Sales Manager - Comprehensive	128d	\$25.50	\$26.44	\$30.00	\$26.84	5
National Sales Manager	139	\$38.46	\$39.06	\$42.61	\$42.84	6

Sales Jobs – San Francisco / Bay Area Region & North Bay Regions

Job Title	Job Code	San Francisco / Bay Area Region & North Bay Regions				
		25 th	Median	75 th	Average	# Orgs
Account Manager/Rep - On Premise	101a	--	--	--	--	2
Account Manager/Rep - Off Premise	101b	--	--	--	--	2
Account Manager/Rep - Key Accounts	101c	--	--	--	--	3
Account Manager/Rep - Comprehensive	101d	--	--	--	--	3
Sales Manager - On Premise	128a	--	--	--	--	0
Sales Manager - Off Premise	128b	--	--	--	--	1
Sales Manager - Key Accounts	128c	--	--	--	--	0
Sales Manager - Comprehensive	128d	--	--	--	--	3
National Sales Manager	139	--	--	--	--	2

Sales Jobs – Under 25 FTE

Job Title	Job Code	Under 25 FTE				
		25 th	Median	75 th	Average	# Orgs
Account Manager/Rep - On Premise	101a	--	--	--	--	4
Account Manager/Rep - Off Premise	101b	--	--	--	--	0
Account Manager/Rep - Key Accounts	101c	--	--	--	--	0
Account Manager/Rep - Comprehensive	101d	\$13.50	\$17.75	\$25.66	\$19.47	8
Sales Manager - On Premise	128a	--	--	--	--	0
Sales Manager - Off Premise	128b	--	--	--	--	1
Sales Manager - Key Accounts	128c	--	--	--	--	0
Sales Manager - Comprehensive	128d	--	--	--	--	3
National Sales Manager	139	--	--	--	--	3

Sales Jobs – Between 25 & 100 FTE

Job Title	Job Code	Between 25 & 100 FTE				
		25 th	Median	75 th	Average	# Orgs
Account Manager/Rep - On Premise	101a	--	--	--	--	0
Account Manager/Rep - Off Premise	101b	--	--	--	--	1
Account Manager/Rep - Key Accounts	101c	--	--	--	--	2
Account Manager/Rep - Comprehensive	101d	\$18.79	\$23.19	\$24.57	\$21.59	8
Sales Manager - On Premise	128a	--	--	--	--	2
Sales Manager - Off Premise	128b	--	--	--	--	1
Sales Manager - Key Accounts	128c	--	--	--	--	2
Sales Manager - Comprehensive	128d	--	--	--	--	4
National Sales Manager	139	\$39.66	\$43.59	\$50.48	\$47.56	5

Sales Jobs – Over 100 FTE

Job Title	Job Code	Over 100 FTE				
		25 th	Median	75 th	Average	# Orgs
Account Manager/Rep - On Premise	101a	--	--	--	--	3
Account Manager/Rep - Off Premise	101b	--	--	--	--	4
Account Manager/Rep - Key Accounts	101c	--	--	--	--	3
Account Manager/Rep - Comprehensive	101d	\$23.15	\$27.09	\$27.12	\$26.72	5
Sales Manager - On Premise	128a	--	--	--	--	2
Sales Manager - Off Premise	128b	--	--	--	--	4
Sales Manager - Key Accounts	128c	--	--	--	--	0
Sales Manager - Comprehensive	128d	--	--	--	--	4
National Sales Manager	139	\$38.58	\$40.55	\$42.90	\$45.45	6

Sales Jobs – Under \$3MM Revenue

Job Title	Job Code	Under \$3 MM Revenue				
		25 th	Median	75 th	Average	# Orgs
Account Manager/Rep - On Premise	101a	--	--	--	--	4
Account Manager/Rep - Off Premise	101b	--	--	--	--	0
Account Manager/Rep - Key Accounts	101c	--	--	--	--	0
Account Manager/Rep - Comprehensive	101d	\$14.00	\$17.50	\$22.96	\$18.64	9
Sales Manager - On Premise	128a	--	--	--	--	0
Sales Manager - Off Premise	128b	--	--	--	--	1
Sales Manager - Key Accounts	128c	--	--	--	--	1
Sales Manager - Comprehensive	128d	--	--	--	--	2
National Sales Manager	139	--	--	--	--	3

Sales Jobs – Between \$3MM & \$20MM Revenue

Job Title	Job Code	Between \$3MM & \$20MM Revenue				
		25 th	Median	75 th	Average	# Orgs
Account Manager/Rep - On Premise	101a	--	--	--	--	1
Account Manager/Rep - Off Premise	101b	--	--	--	--	3
Account Manager/Rep - Key Accounts	101c	--	--	--	--	3
Account Manager/Rep - Comprehensive	101d	\$22.41	\$23.73	\$25.29	\$22.99	8
Sales Manager - On Premise	128a	--	--	--	--	3
Sales Manager - Off Premise	128b	--	--	--	--	3
Sales Manager - Key Accounts	128c	--	--	--	--	1
Sales Manager - Comprehensive	128d	\$27.33	\$30.63	\$33.05	\$29.89	6
National Sales Manager	139	\$40.29	\$42.87	\$48.76	\$46.66	6

Sales Jobs – Over \$20MM Revenue

Job Title	Job Code	Over \$20MM Revenue				
		25 th	Median	75 th	Average	# Orgs
Account Manager/Rep - On Premise	101a	--	--	--	--	2
Account Manager/Rep - Off Premise	101b	--	--	--	--	2
Account Manager/Rep - Key Accounts	101c	--	--	--	--	2
Account Manager/Rep - Comprehensive	101d	--	--	--	--	4
Sales Manager - On Premise	128a	--	--	--	--	1
Sales Manager - Off Premise	128b	--	--	--	--	2
Sales Manager - Key Accounts	128c	--	--	--	--	0
Sales Manager - Comprehensive	128d	--	--	--	--	3
National Sales Manager	139	\$38.46	\$38.94	\$43.15	\$46.11	5

Sales Jobs – Under 1,500 BBLs

Job Title	Job Code	Under 1,500 BBLs				
		25 th	Median	75 th	Average	# Orgs
Account Manager/Rep - On Premise	101a	--	--	--	--	2
Account Manager/Rep - Off Premise	101b	--	--	--	--	0
Account Manager/Rep - Key Accounts	101c	--	--	--	--	0
Account Manager/Rep - Comprehensive	101d	\$14.88	\$17.75	\$21.72	\$18.68	6
Sales Manager - On Premise	128a	--	--	--	--	0
Sales Manager - Off Premise	128b	--	--	--	--	0
Sales Manager - Key Accounts	128c	--	--	--	--	1
Sales Manager - Comprehensive	128d	--	--	--	--	1
National Sales Manager	139	--	--	--	--	1

Sales Jobs – Between 1,500 & 15,000 BBLs

Job Title	Job Code	Between 1,500 & 15,000 BBLs				
		25 th	Median	75 th	Average	# Orgs
Account Manager/Rep - On Premise	101a	--	--	--	--	2
Account Manager/Rep - Off Premise	101b	--	--	--	--	0
Account Manager/Rep - Key Accounts	101c	--	--	--	--	0
Account Manager/Rep - Comprehensive	101d	\$14.15	\$19.31	\$25.62	\$20.07	6
Sales Manager - On Premise	128a	--	--	--	--	0
Sales Manager - Off Premise	128b	--	--	--	--	1
Sales Manager - Key Accounts	128c	--	--	--	--	1
Sales Manager - Comprehensive	128d	--	--	--	--	3
National Sales Manager	139	--	--	--	--	3

Sales Jobs – Over 15,000 BBLs

Job Title	Job Code	Over 15,000 BBLs				
		25 th	Median	75 th	Average	# Orgs
Account Manager/Rep - On Premise	101a	--	--	--	--	2
Account Manager/Rep - Off Premise	101b	--	--	--	--	4
Account Manager/Rep - Key Accounts	101c	\$17.31	\$22.50	\$28.26	\$22.51	5
Account Manager/Rep - Comprehensive	101d	\$23.15	\$25.00	\$27.12	\$25.52	9
Sales Manager - On Premise	128a	--	--	--	--	3
Sales Manager - Off Premise	128b	--	--	--	--	4
Sales Manager - Key Accounts	128c	--	--	--	--	0
Sales Manager - Comprehensive	128d	\$28.22	\$31.25	\$37.20	\$32.58	7
National Sales Manager	139	\$38.58	\$40.91	\$43.48	\$44.49	10

III. Human Resources and Brewery Metrics

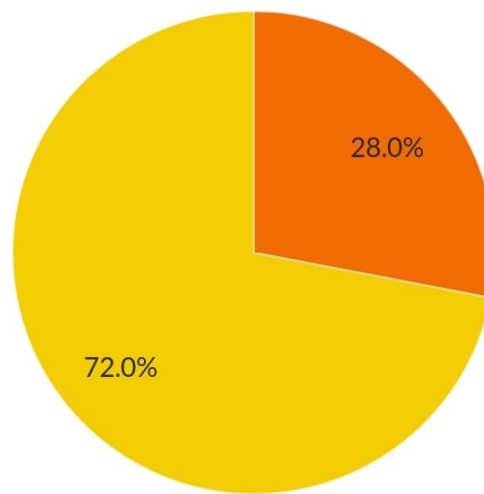
Participants were asked questions regarding their human resources metrics, practices, as well as other questions regarding different operations and plans in the brewery.

Reported data includes study prevalence or averages for the following metrics:

- Expansion
- Paid Time Off
- Health Benefits or Insurance
- Retirement Plans
- Ancillary Benefits
- Turnover and Recruitment
- Succession Planning
- HRIS Systems
- Education/Tuition Reimbursement

Expansion Plans

Plans for Brewery Expansion

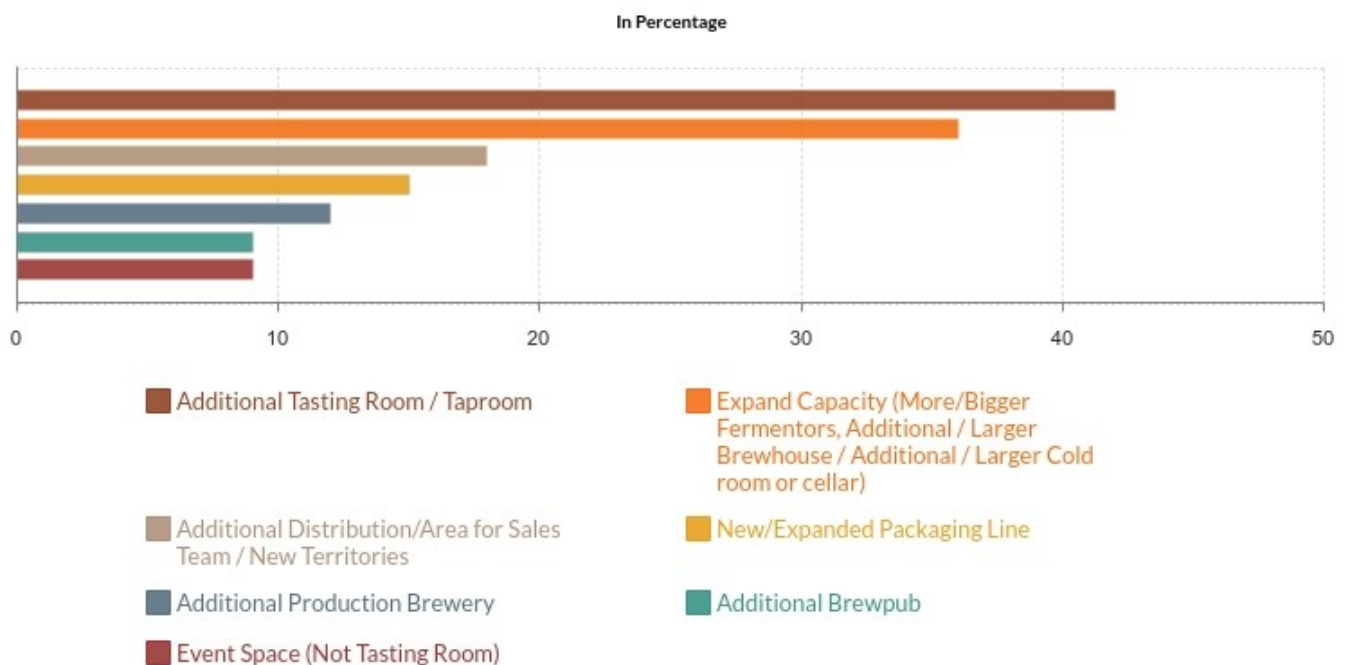


● No plans for expansion

● Plans for expansion

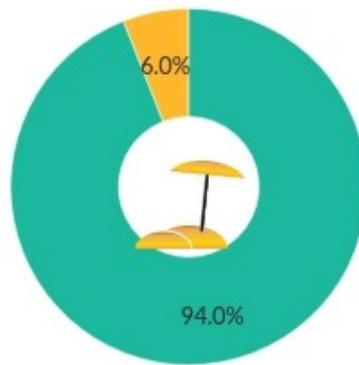
Please note, in the question above the study participants could select multiple answers

Of the participants who plan on expanding, below are the types of expansion by prevalence:



Paid Time Off ("PTO")

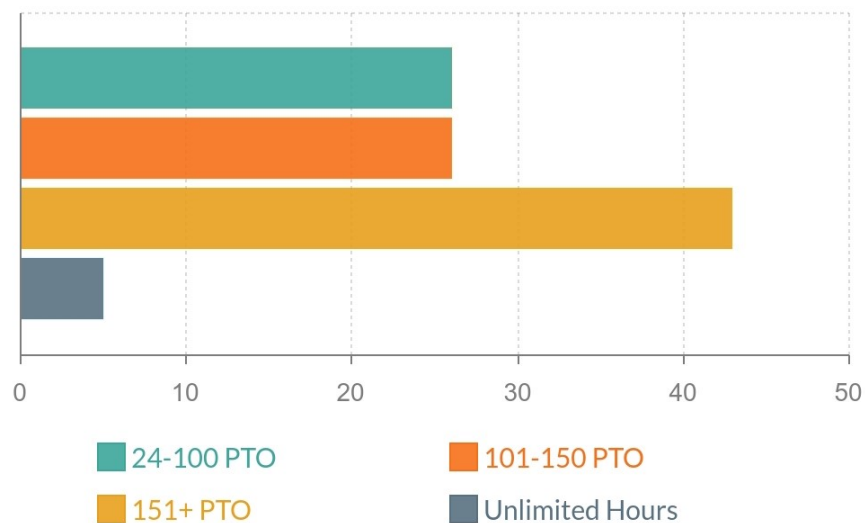
PTO Offered



- Offer PTO
- Do not offer PTO

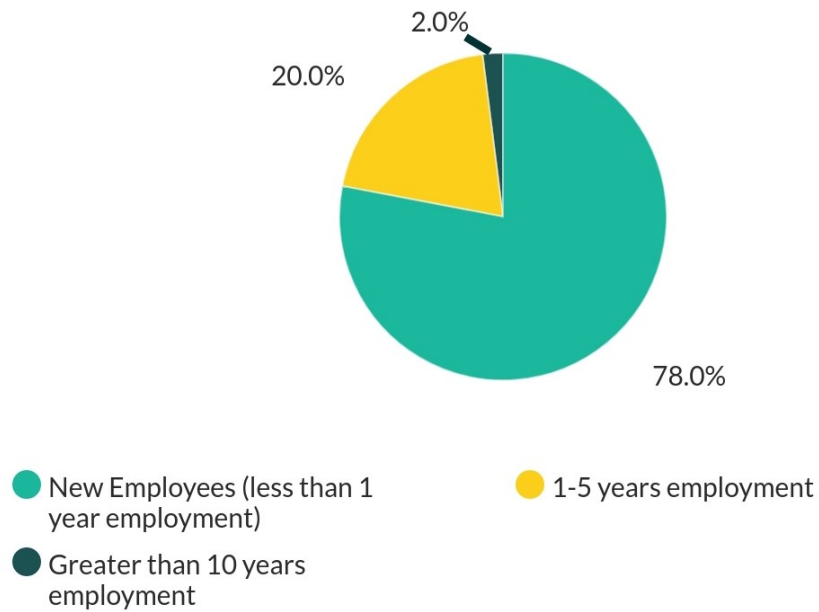
PTO Offered Per Year in Hours

In Percentage

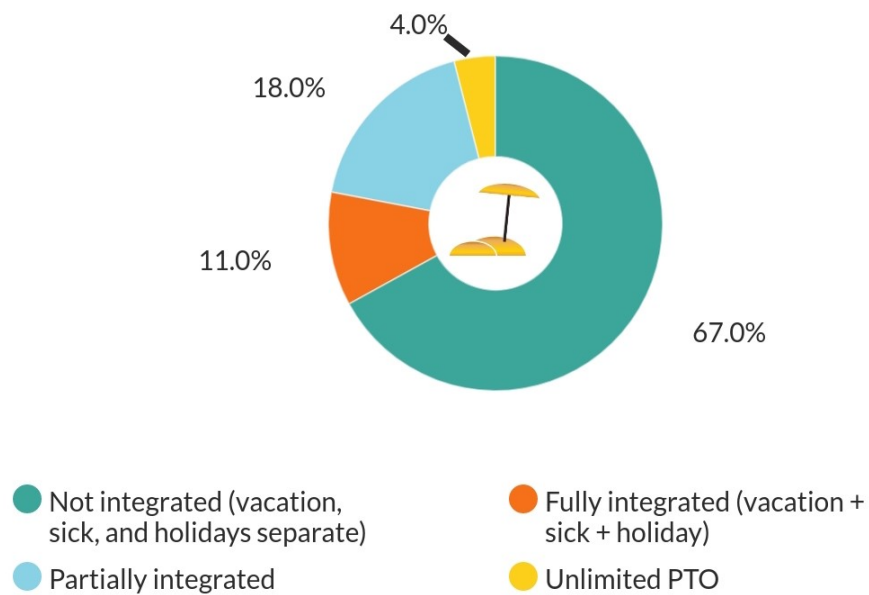


On average, breweries are offering 135 PTO hours per year.

Timeframe When Employees Are Eligible For PTO



Types Of PTO Offered to Employees

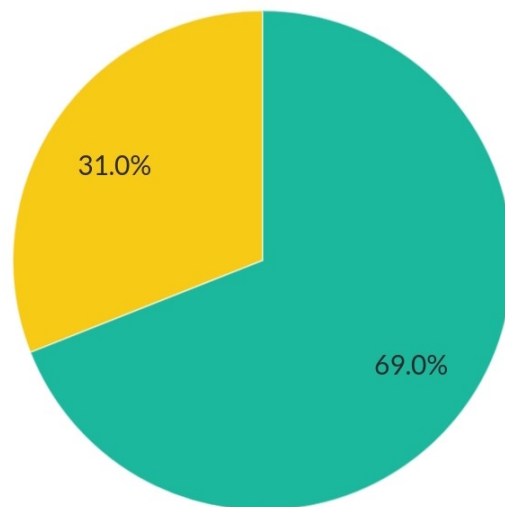


We asked Breweries to break out the different PTO they offer in hours to their employees, into Holiday, Sick, and Vacation PTO. At the bottom of the table are the Org. Wtd. Averages and Median for each category:

Do you offer PTO?					
Holiday		Sick		Vacation	
Hours	# Breweries	Hours	# Breweries	Hours	# Breweries
0-40 Holiday Hours	13	0-40 Sick Hours	34	0-40 Vacation Hours	13
41-79 Holiday Hours	14	41-79 Sick Hours	2	41-79 Vacation Hours	3
80+ Holiday Hours	5	80+ Sick Hours	4	80+ Vacation Hours	23
Unlimited	2	Unlimited	2	Unlimited	2
Averages					
Org. Wtd. Average	48	Org. Wtd. Average	37	Org. Wtd. Average	67
Median	56	Median	30	Median	80

Health Benefits & Insurance

Health Benefits or Insurance Offered to Employees

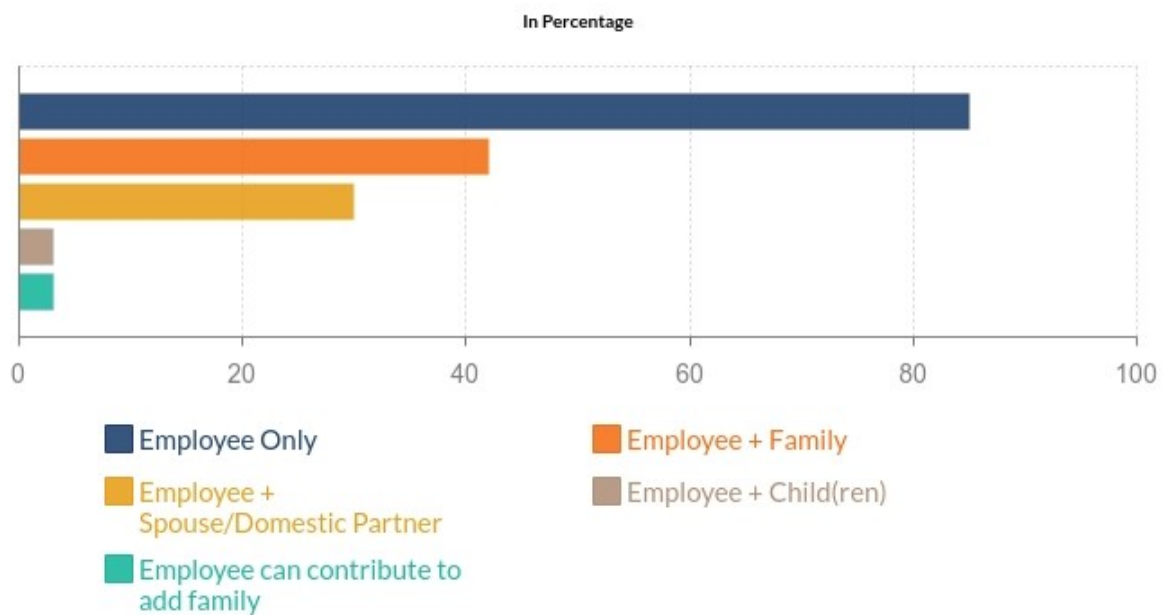


- Offer to employees
- Do not offer to employees



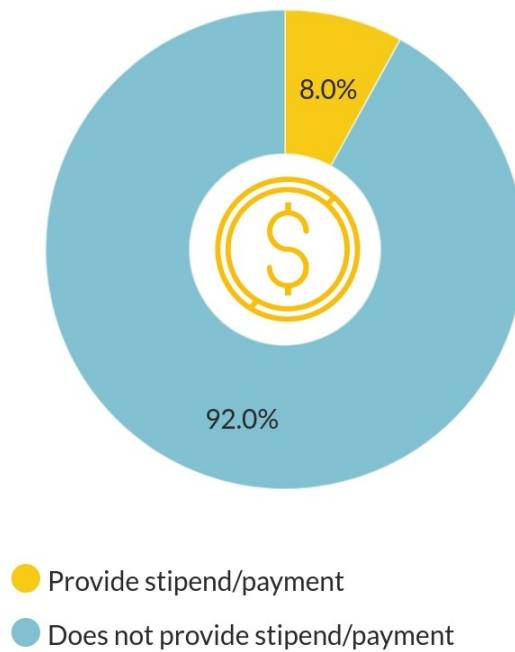
Of the 69% of participants who offer health benefits / insurance, on average the employer pays 77% of premium costs.

Insurance Coverage Offered by Type



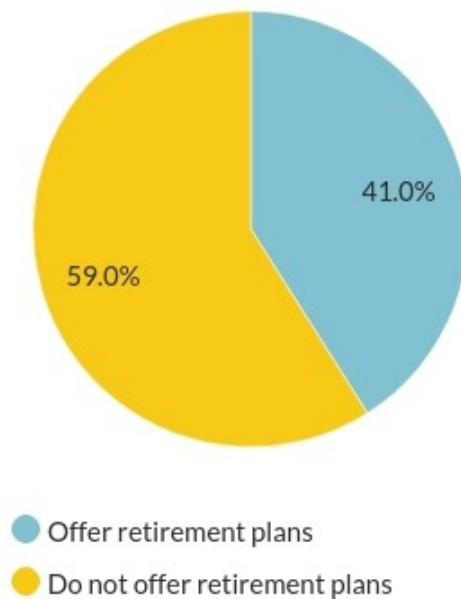
Please note, in the question above the study participants could select multiple answers

Of breweries that do not offer benefits or insurance, percentage of breweries that provide a type of stipend or payment for employees to use towards purchasing their own health benefits or insurance



Retirement Plans

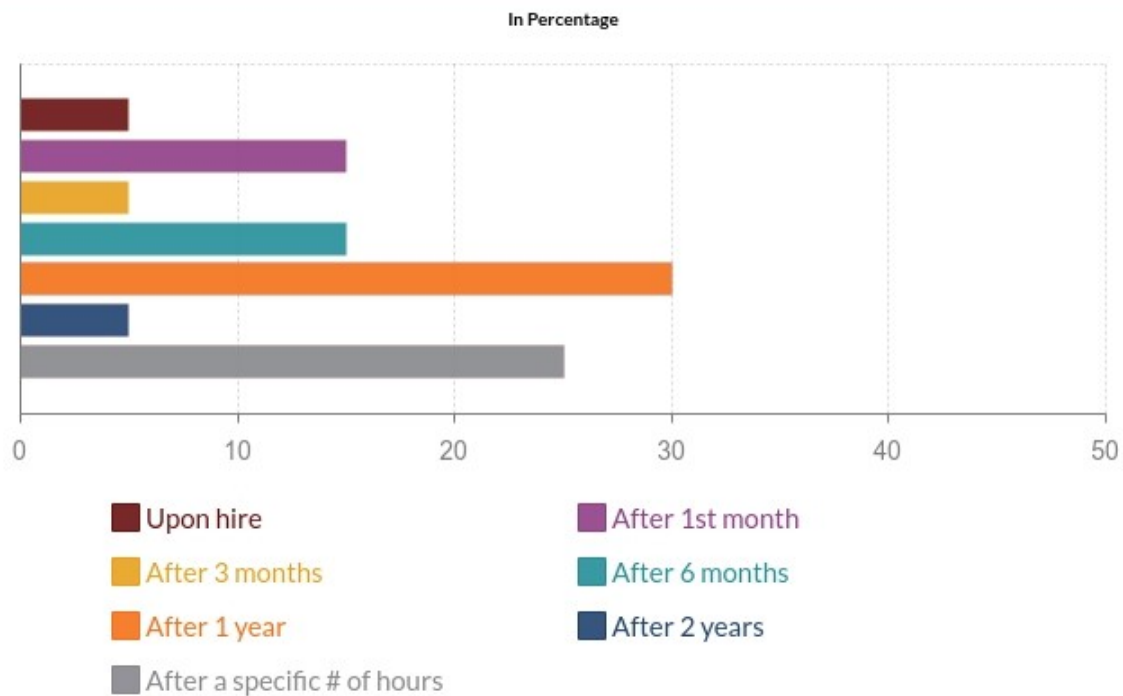
Retirement Plans Offered





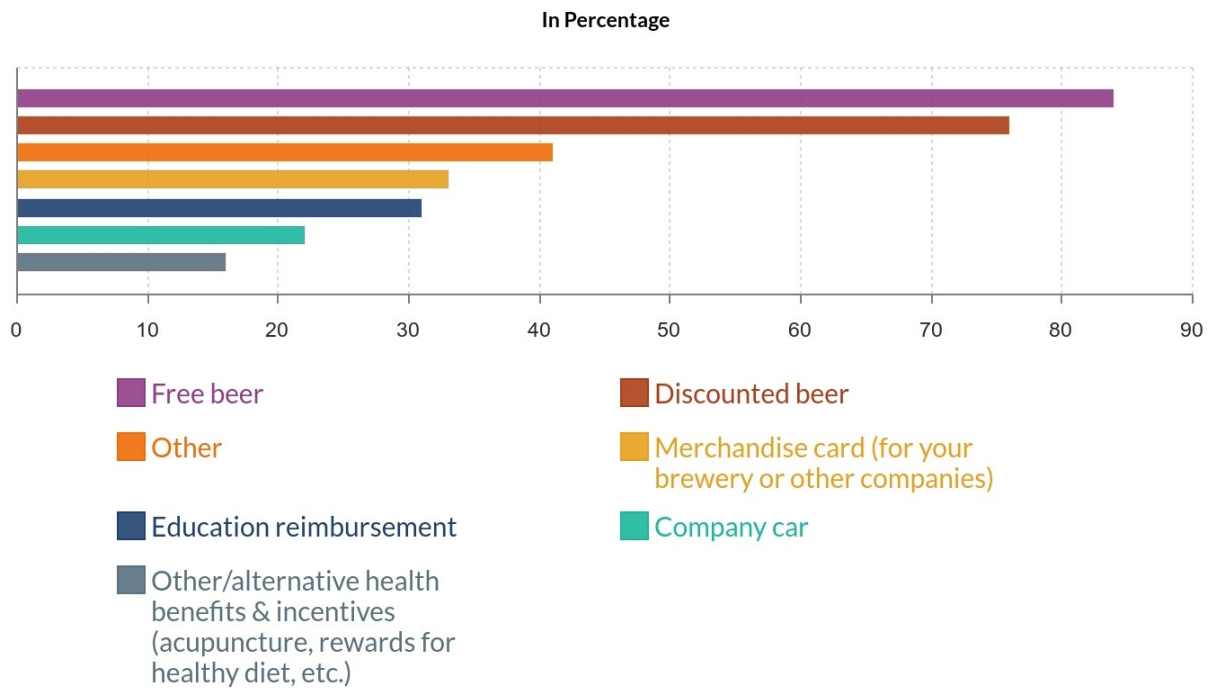
95% of the breweries who offer retirement plans, offer a defined contribution - e.g. 401(k). 84% of the breweries who offer this defined contribution match the employees contribution, with the average employee contribution match being 4%.

Timeframe When Employees are Eligible for Retirement Benefits



Ancillary Benefits

Types of Ancillary Benefits Offered to Employees



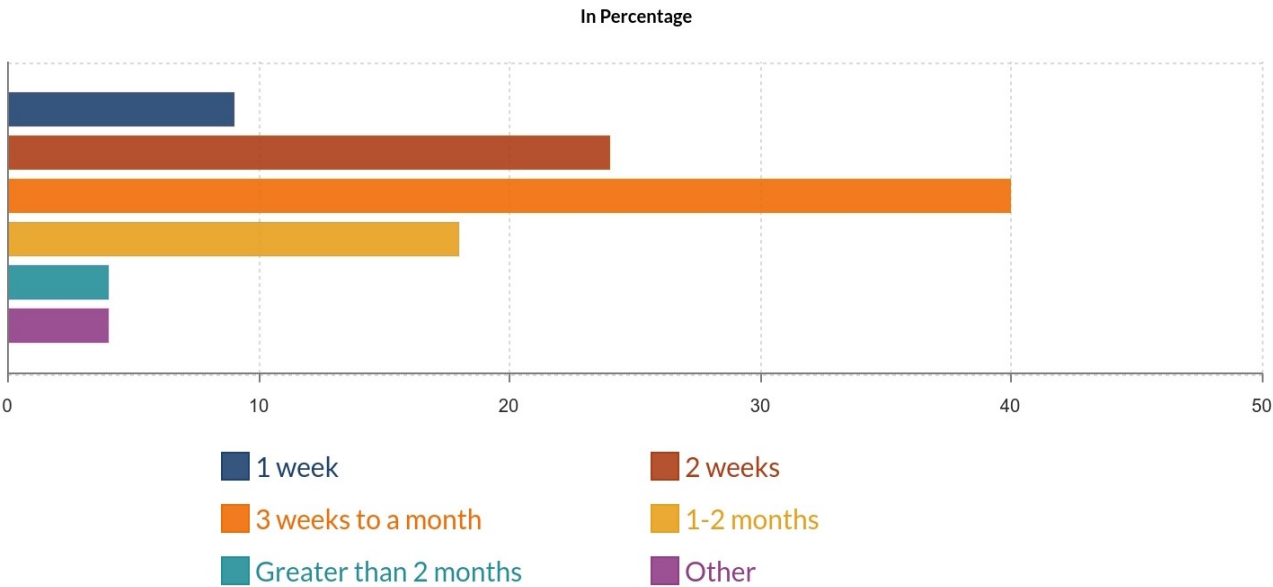
Please note, in the question above the study participants could select multiple answers

We found that most prevalent practices are free beer, discounted beer, merchandise cards, education reimbursement, and free/discounted brewery clothing/merchandise. Shift beers, daily growler fills and monthly cases/multi-packs were among the most popular type of free beer offered. Of those who offer discounted beer, 27% offered a specific percentage, which was 40% on average. Those who offer merchandise cards, 25% offer an annual dollar amount, with the average being \$400. For education reimbursements, in general this is being given on a case by case basis for specific certifications in vital brewery functions.



Turnover & Recruitment

Time It Takes to Fill a Job Opening



Jobs Most Difficult to Fill



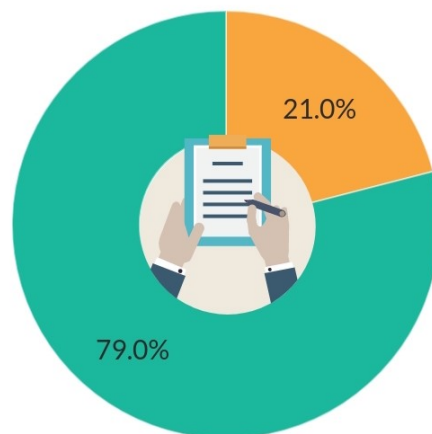
Brewers at all levels, but especially Brewers (2nd level) with experience, and Sales Representatives are the most difficult jobs to fill. 16% of breweries listed Brewers as difficult to fill, with 14% listing Sales Representatives.

Jobs With The Highest Turnover

Sales Representatives, Brewers, Beertenders/Tasting Room Associates, Servers, and Packaging employees (bottling line, warehouse workers, etc) were the jobs with the highest amount of turnover. 10% of breweries listed Servers, Packaging employees, and Brewers. 12% listed Sales Representatives, and 24% listed Beertenders/Tasting Room Associates

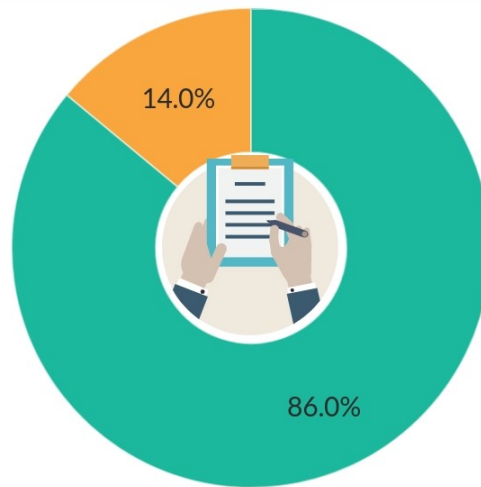


Succession Plans for Key Positions or Employees



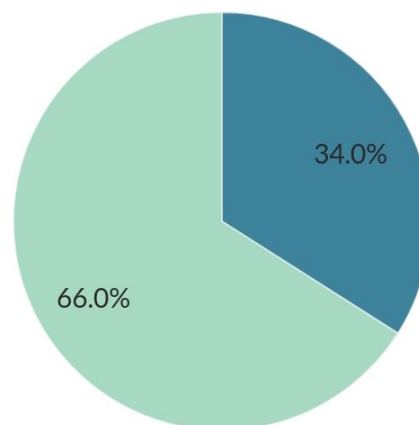
- Succession plan in place
- No succession plan in place

Of breweries that do not have a succession plan, percentage of breweries that plan on implementing one in the next 5 years



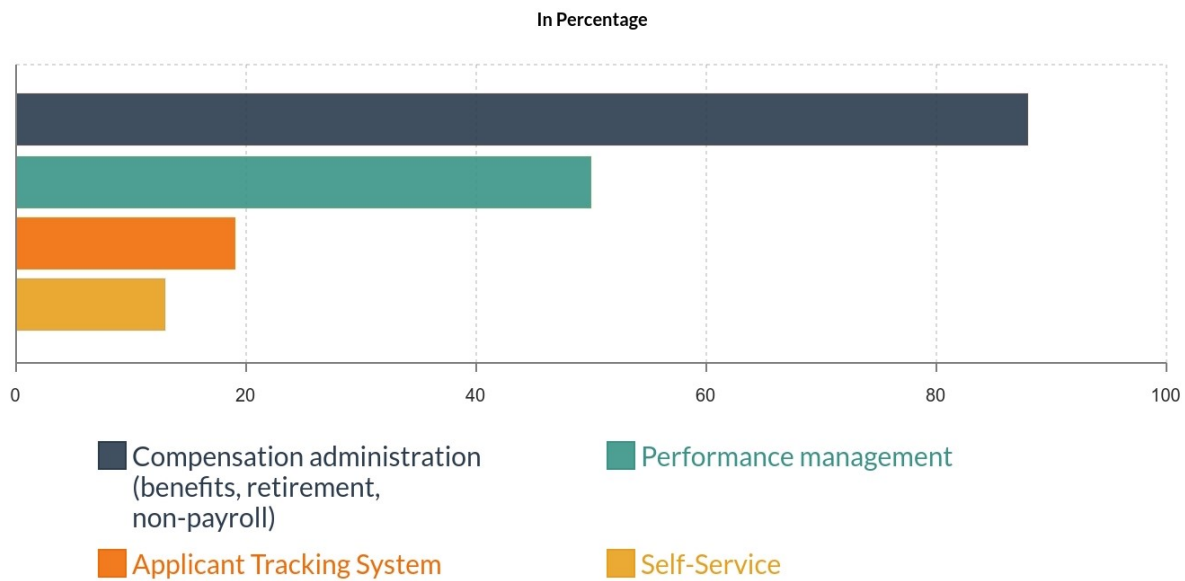
- Plan to implement
- No plan to implement

Use of HR Management System for Tasks Other Than Payroll



- Use for other tasks
- Only use for payroll

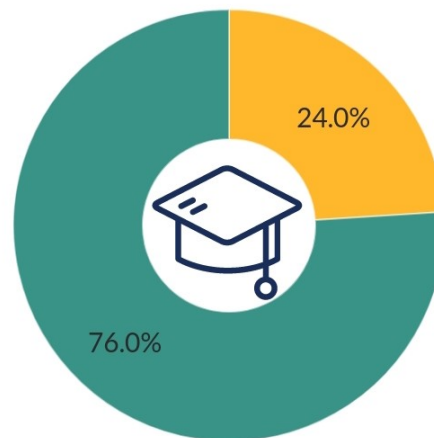
Functions The HR System is Used for Other Than Payroll



Please note, in the question above the study participants could select multiple answers

Education and Tuition Reimbursements

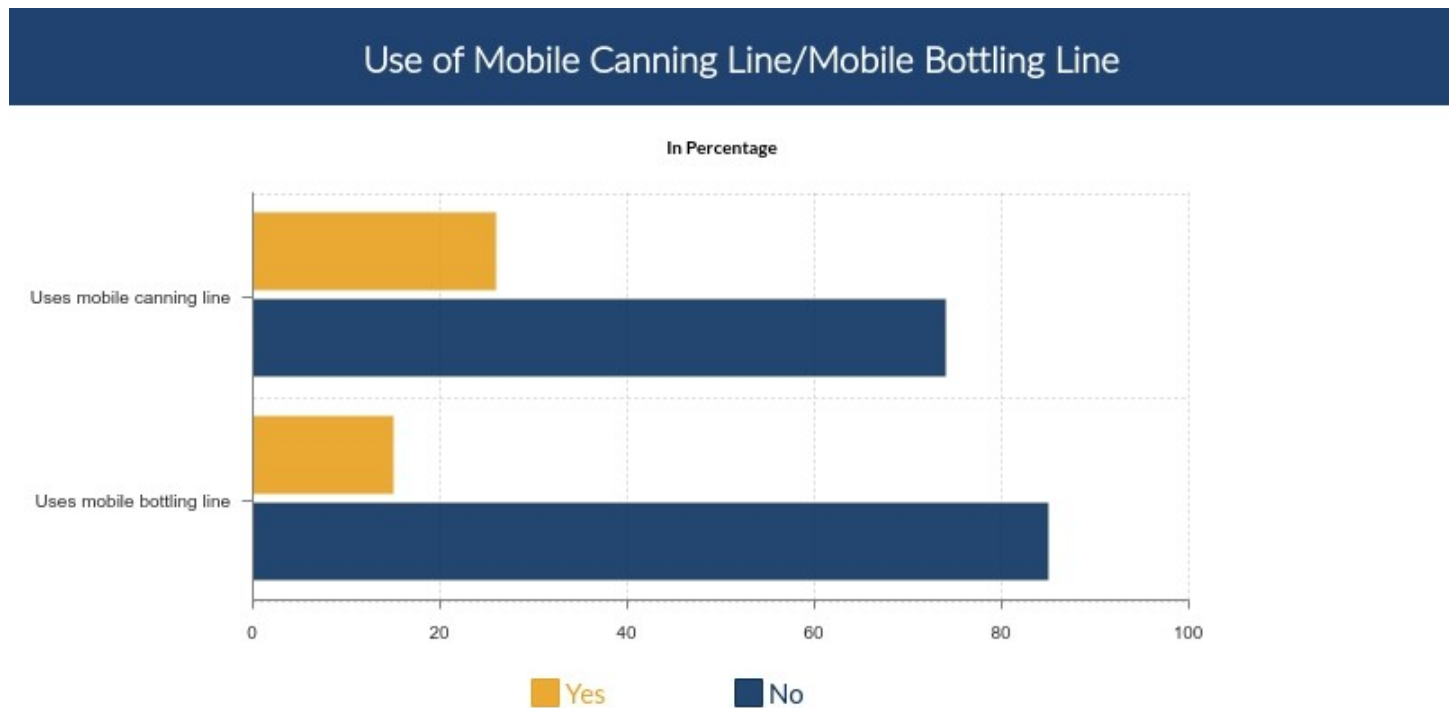
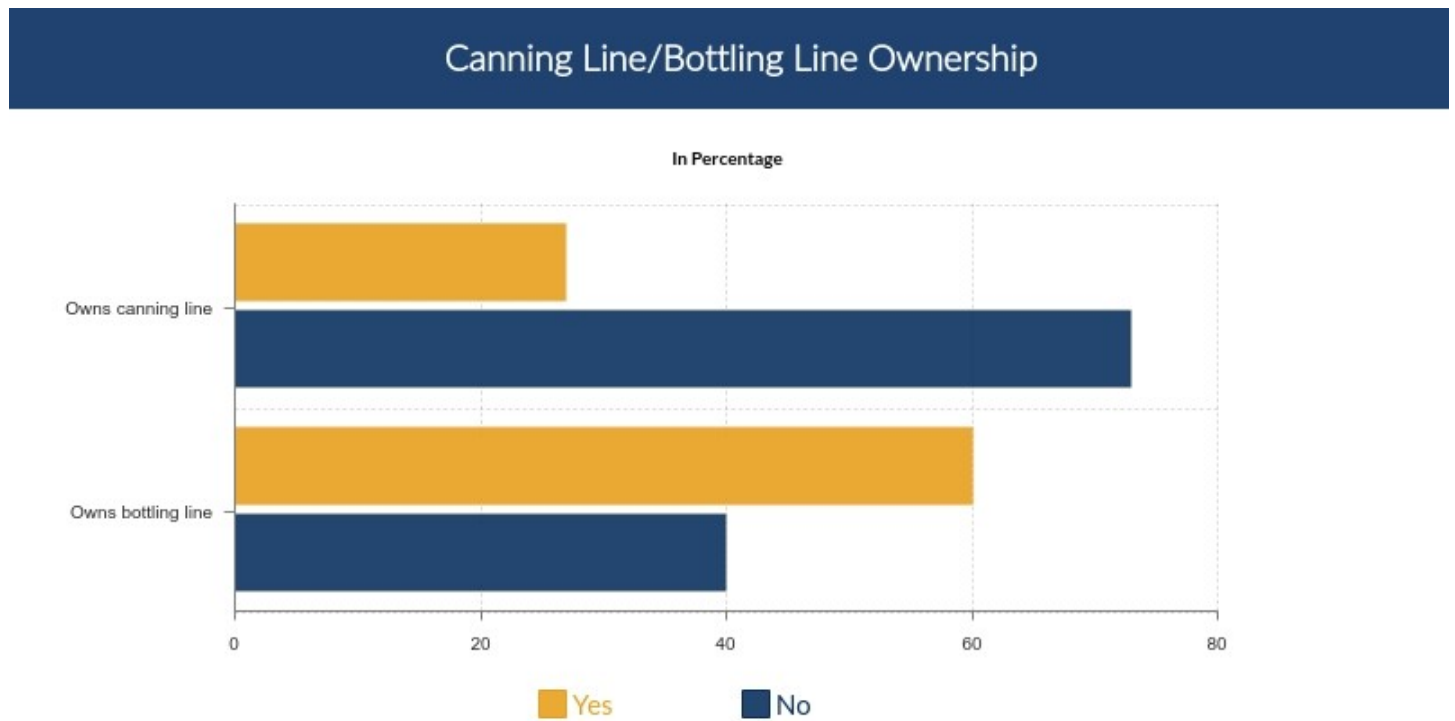
Education/Tuition Reimbursements Offered to Employees



- Offered to employees
- Not offered to employees

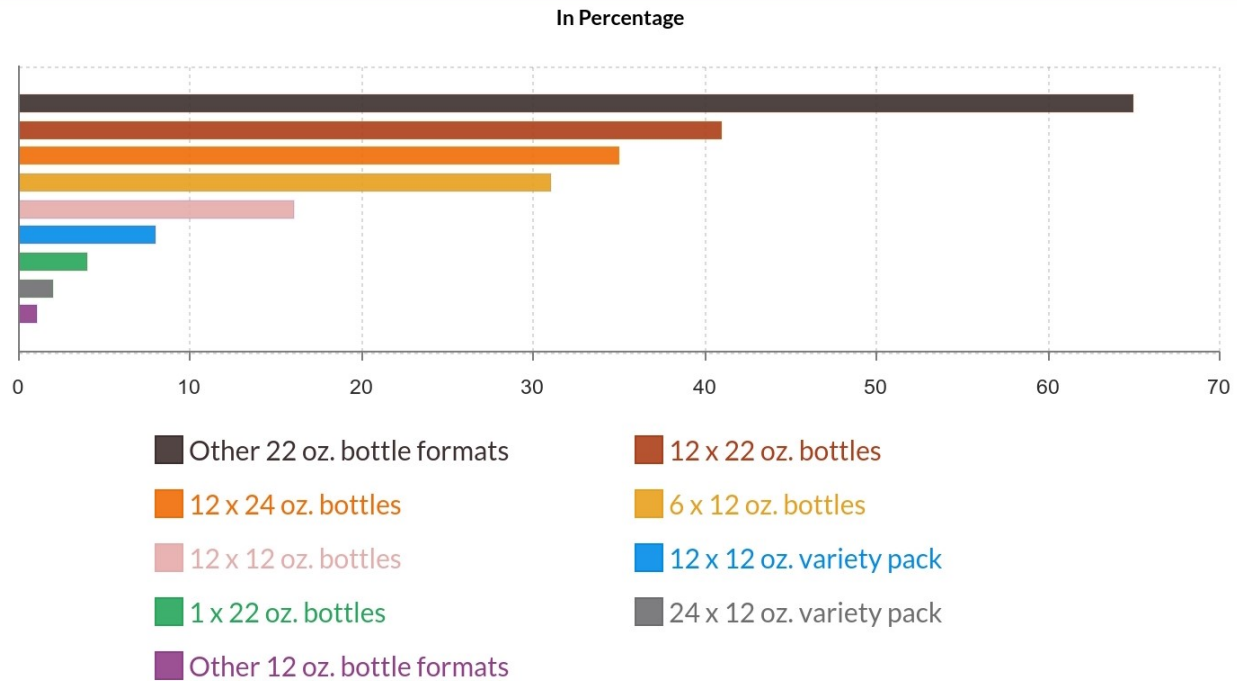
Of the breweries who offer an Education/Tuition Reimbursement to their employees, on average, they are offering \$2,200 per year.

Canning / Bottling Prevalence



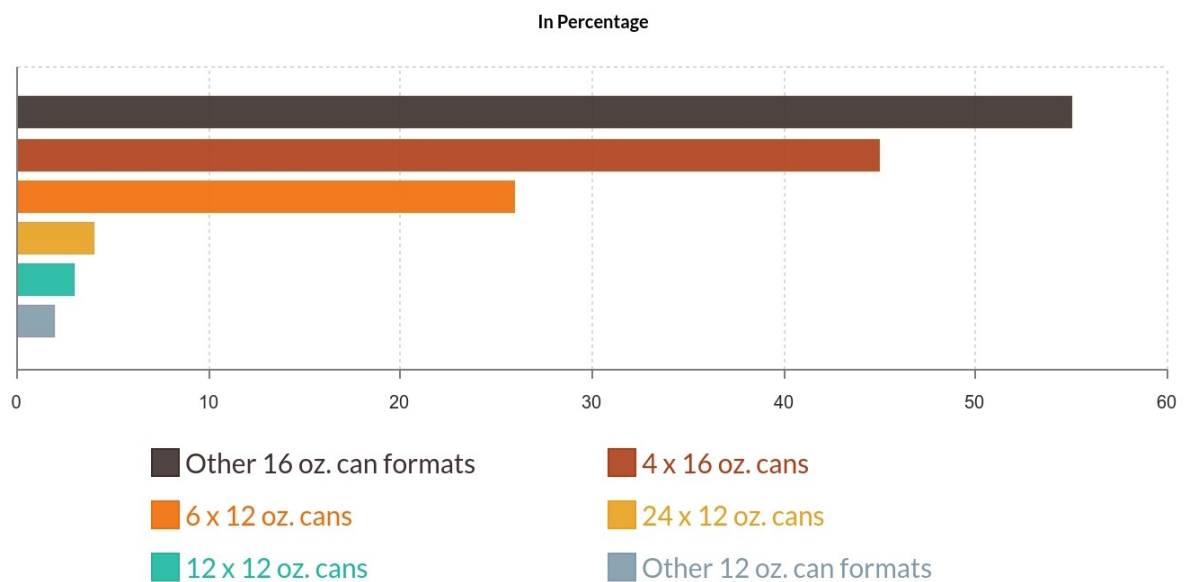
Prevalence of Packaging Types

Type/Size of Packaged Beer Bottles Offered as % of Total Volume Packaged Beer Produced



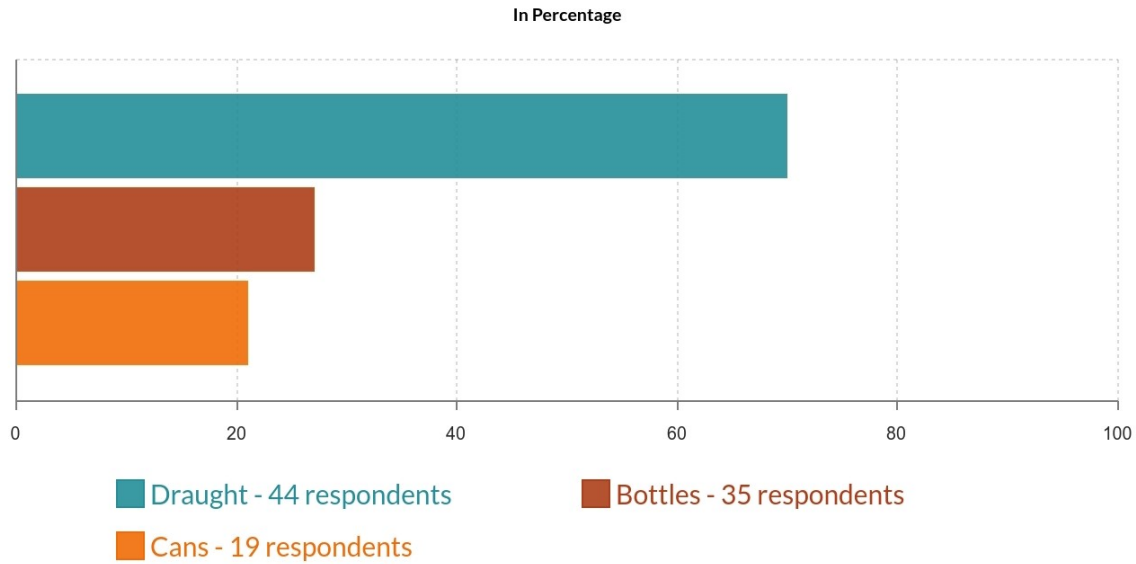
Please note, in the question above the study participants could select multiple answers

Type/Size of Packaged Beer Can Offered as % of Total Volume Packaged Beer Produced



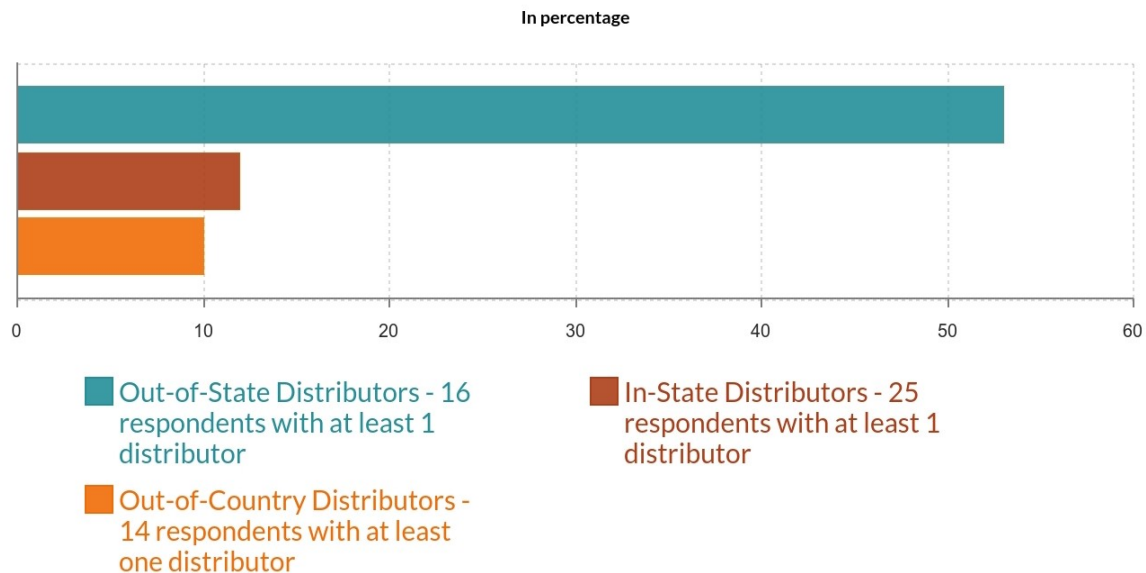
Please note, in the question above the study participants could select multiple answers

Type of Packaged Beer Offered as % of Total Volume Packaged Beer Produced



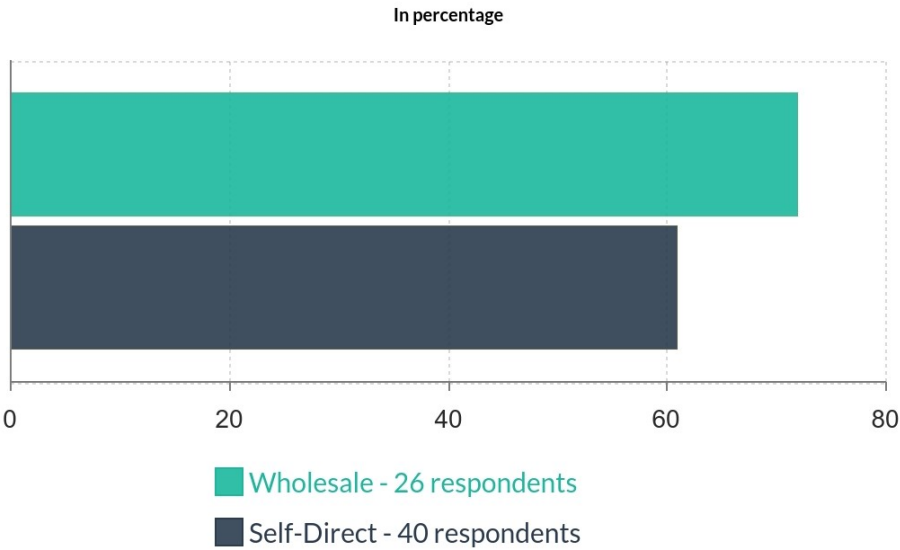
Please note, in the question above the study participants could select multiple answers

Average Number of Distributors Per Brewery by Area (Excluding Self)



Please note, in the question above the study participants could select multiple answers

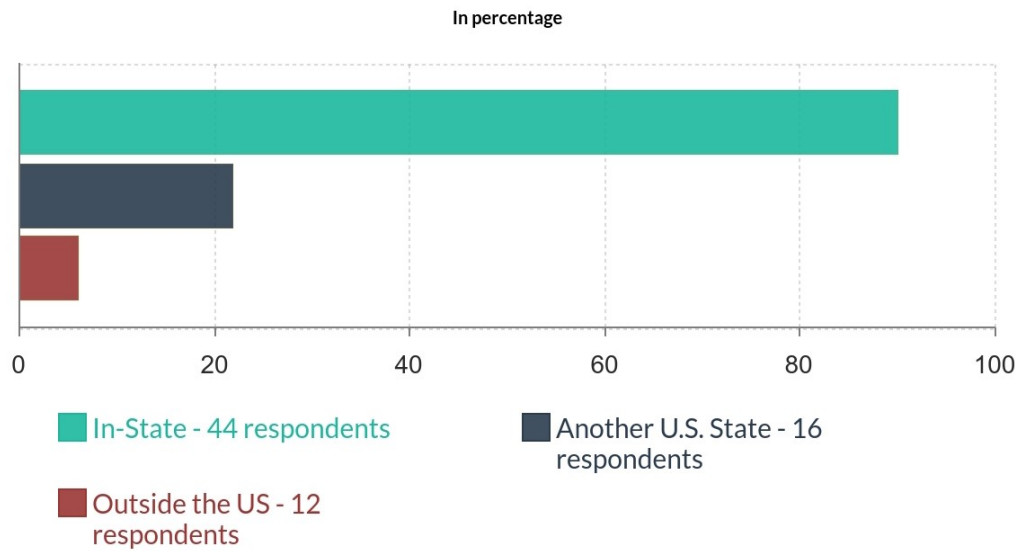
Percent of Beer Distributed Based on Volume in Barrels (Not \$ Sales)



Please note, in the question above the study participants could select multiple answers

IV. Sales and Incentive Compensation Information

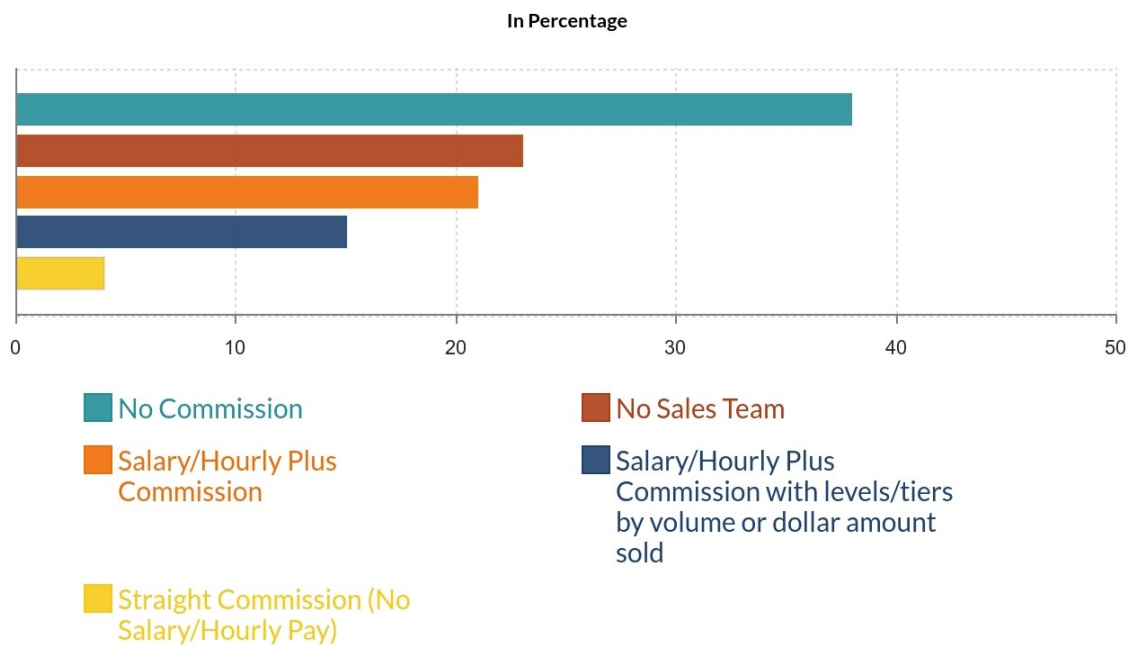
Percentage of \$ Sales by Area



Please note, in the question above the study participants could select multiple answers

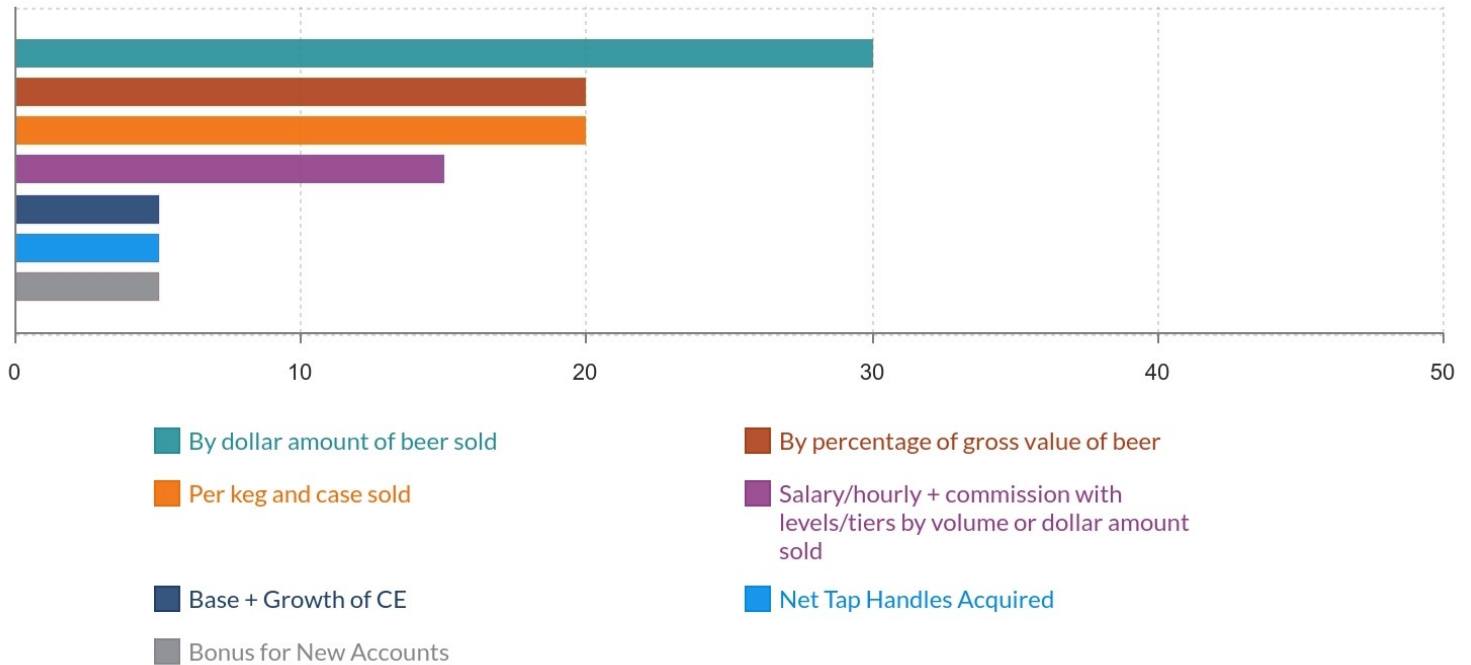
Prevalence of Commission for Sales Jobs

Methods of Providing Commission to Sales Teams



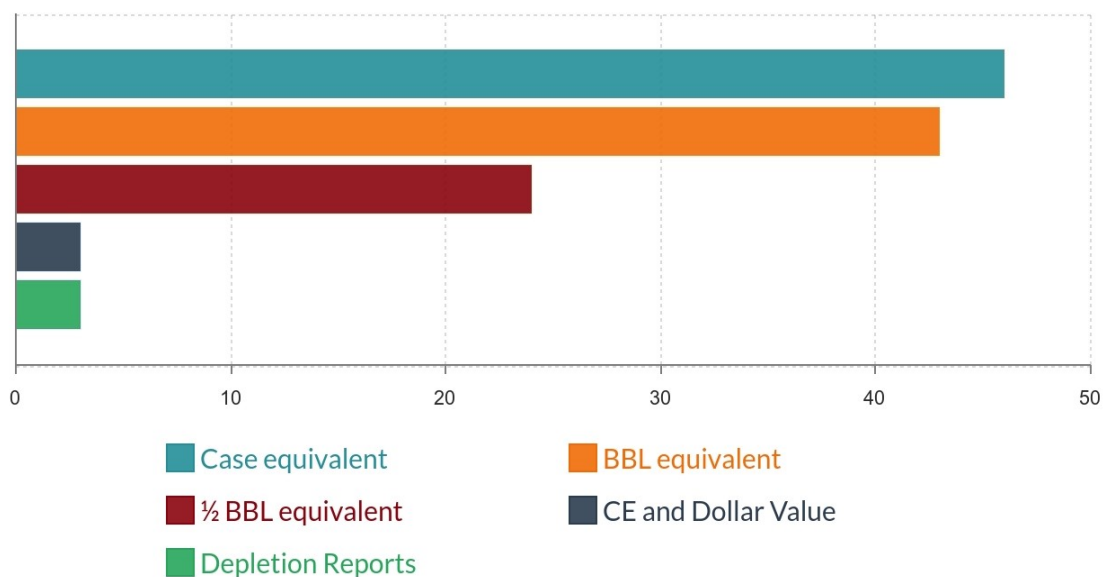
Method by Which The Amount of Commission is Determined

In Percentage



Method by Which The Company Determines The Amount of Beer Sold

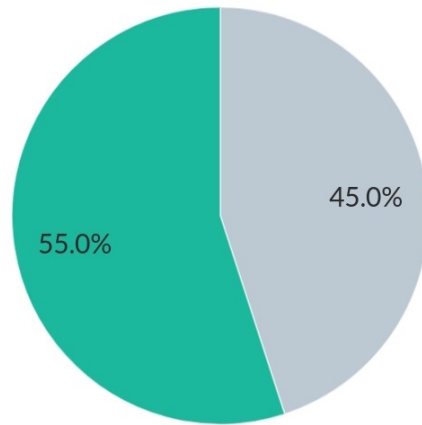
In Percentage



Please note, in the question above the study participants could select multiple answers

Prevalence of Bonus Plans for Sales Jobs

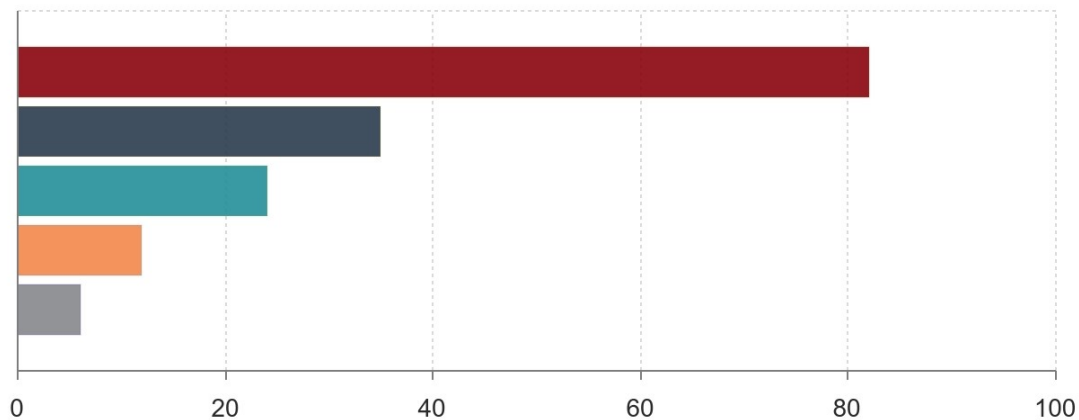
Bonus Plan for Sales Team



- Offer bonus plan
- Do not offer bonus plan

Types of Company Wide Bonus Plans Offered to Sales Teams

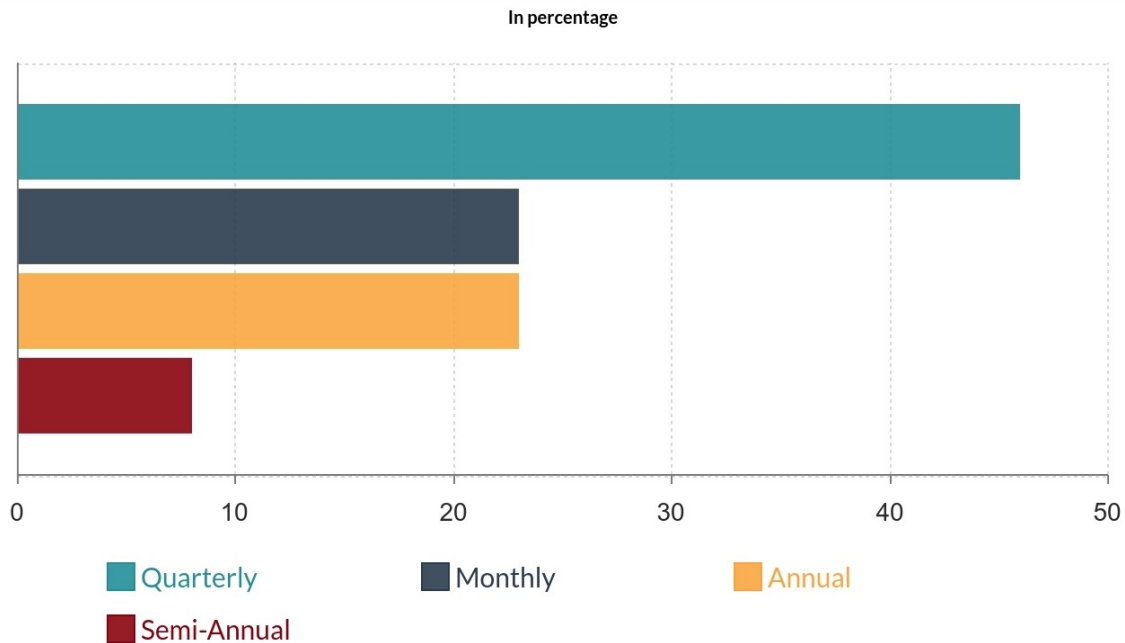
In percentage



- Sales Targets
- Merit/Performance evaluation based
- Addition of New Accounts
- Other
- # of Taps Taken Over from Competitors

Please note, in the question above the study participants could select multiple answers

Frequency of Sales Targets Used in Bonus Plans



Incentives / Target Bonus % Paid Out – Account Manager/Rep – Comprehensive

Out of the 9 sales jobs, only the Account Manager/Rep - Comprehensive had enough data points for us to show the data for sales incentives. The Statewide Org. Wtd. Avg. rate of incentives paid out is \$5,746, and the median rate of incentives paid out is \$5,425.

The Statewide Org. Wtd. Avg. and Median Target bonus paid out for this job is 20% of base salary.

Incentives for Brewer (2nd level) and Tasting Room Manager

The Brewer (2nd level) job was one of two jobs with enough participants to show data (5 organizations reported data). The Statewide Org. Wtd. Avg. incentive rate for the Brewer is \$2,427. The Statewide Median incentive rate for the Brewer is \$2,300.

The Tasting Room Manager (7 organizations reported data) Statewide Org. Wtd. Avg. incentive rate is \$2,088. The Statewide Median incentive rate is \$1,500.

Target Bonus % Paid out – Brewmaster

The Statewide Org. Wtd. Avg. and Median Target bonus paid out for this job is 16% and 15%, respectively, of base salary.



The two most prevalent types of commission used to pay the Account Manager/Rep – Comprehensive are \$ amount per Case Equivalent and Base + % of Total Sales or Base + % of Depleted Inventory. The % of total sales ranges from 2%-5%, average of 3.5%.

Sales Specific Revenue – Off and On Premise Accounts

We asked participants to give us their annual revenue based on all outside sales (not including sales from a tasting room or taproom). This information is broken out into Off-Premise (bottle shops, liquor stores, grocery stores, etc. – accounts that DO NOT allow the consumption of alcohol on site), and On-Premise (bars, restaurants, stadiums, etc. – accounts that DO allow the consumption of alcohol on site).

	Data Cut	# Breweries	On-premise	Off-premise
FTE	Under 25	13	\$454,900	\$312,000
	Between 25 & 100	4	\$2,689,100	\$4,589,900
	Over 100	6	\$75,585,100	\$30,029,500
Revenue	Under \$3MM	14	\$579,600	\$297,900
	Between \$3MM & \$20MM	4	\$2,639,100	\$6,216,900
	Over \$20MM	5	\$90,302,100	\$36,536,900
BBLs Output	Under 1,500	7	\$236,700	\$111,800
	Between 1,500 & 15,000	8	\$904,800	\$602,700
	Over 15,000	8	\$57,660,700	\$21,989,700

Sales Specific Revenue – Tasting Room / Taproom

We only show data which has 5 or more participants in the data cut specified in order to keep participant's data confidential and anonymous

House Beer and Guest Beer Sales

	Data Cut	# Breweries	House Beer Sales	# Breweries	Guest Beer Sales
FTE	Under 25	19	\$612,700	1	-
	Between 25 & 100	10	\$1,189,600	3	-
	Over 100	8	\$3,344,500	3	-
Revenue	Under \$3MM	23	\$624,300	4	-
	Between \$3MM & \$20MM	8	\$1,779,800	2	-
	Over \$20MM	6	\$3,616,100	1	-
BBLs Output	Under 1,500	16	\$593,200	3	-
	Between 1,500 & 15,000	9	\$852,400	1	-
	Over 15,000	12	\$2,760,900	3	-

Food Sales and All Other Bar Sales

	Data Cut	# Breweries	Food Sales	# Breweries	All Other Bar Sales
FTE	Under 25	5	\$146,500	10	\$165,100
	Between 25 & 100	6	\$1,488,100	4	-
	Over 100	8	\$5,297,500	7	\$2,010,200
Revenue	Under \$3MM	8	\$535,300	11	\$169,600
	Between \$3MM & \$20MM	5	\$2,449,800	5	\$2,169,400
	Over \$20MM	6	\$5,918,200	5	\$2,485,700
BBL Output	Under 1,500	7	\$737,300	7	\$148,100
	Between 1,500 & 15,000	2	-	4	-
	Over 15,000	10	\$4,478,400	10	\$2,327,500

V. APPENDIX

Job Descriptions

Account Manager/Rep - Comprehensive	101d	Manages and develops client accounts to initiate and maintain favorable relationships with clients. Penetrates targeted markets and develops plans to expand portfolio and create strategies that drive sales. Prioritize opportunity channels, identify levers for future growth, and develop a tactical plan to drive volume. Evaluates market data to maintain and grow business growth rates for entire portfolio, in support of sales reps and managers. Comprehensive includes all types of beer sales if your brewery does not differentiate type of account (On - Premise, Off - Premise, Key Account) for this employee
Account Manager/Rep - Key Accounts	101c	Manages and develops client accounts to initiate and maintain favorable relationships with clients. Penetrates targeted markets and develops plans to expand portfolio and create strategies that drive sales. Prioritize opportunity channels, identify levers for future growth, and develop a tactical plan to drive volume. Evaluates market data to maintain and grow business growth rates for entire portfolio, in support of sales reps and managers. Key Accounts (could include mix of on and off premise) include: Stadiums, Large events, Large retailers, Specialty events.
Account Manager/Rep - Off Premise	101b	Manages and develops client accounts to initiate and maintain favorable relationships with clients. Penetrates targeted markets and develops plans to expand portfolio and create strategies that drive sales. Prioritize opportunity channels, identify levers for future growth, and develop a tactical plan to drive volume. Evaluates market data to maintain and grow business growth rates for entire portfolio, in support of sales reps and managers. Off - Premise sales is the sale of beer to facilities where beer is NOT able to be consumed on site.
Account Manager/Rep - On Premise	101a	Manages and develops client accounts to initiate and maintain favorable relationships with clients. Penetrates targeted markets and develops plans to expand portfolio and create strategies that drive sales. Prioritize opportunity channels, identify levers for future growth, and develop a tactical plan to drive volume. Evaluates market data to maintain and grow business growth rates for entire portfolio, in support of sales reps and managers. On - Premise sales is the sale of beer to facilities where beer is consumed on site.
Accounting Manager	102	Responsible for managing all areas of the general accounting function. Oversees the completion of ledger accounts and financial statements. Evaluates and makes appropriate improvements to internal accounting processes ensuring that practices are in line with the overall goals of the organization.
Associate Brewer (3rd Level)	103	Assists brewers and brewmasters with the creation, production, and manufacturing of the alcoholic beverage. Provides additional assistance with routine tasks, though does not typically supervise or manage others.
Brewer (2nd Level)	104	Primarily responsible for the creation, production, and manufacturing of the alcoholic beverage. Also responsible for monitoring production expenses, and interacting with other brewers/winemakers/manufacturers and customers. In some cases, incumbent may be asked to deliver the product.
Brewmaster (Highest Level)	105	Responsible for design, creation, and supervision of the harvesting, fermentation, and entire brewing production process, and leading affiliated staff.

Buyer/Material Planner	106	Reviews blueprints and product specifications to accurately determine amount of materials needed. Documents overall material required, including all codes, brands, and contact information necessary to process orders. Purchases materials, supplies, equipment, and services consistent with organization's practices and standards
Cellarman	107	Handles the alcoholic beverage supply in the organization's cellar. Ensures the cellar and product remain of high quality during brew process. Cleaning kegs, cold room organization, cleaning and sanitization of some equipment. May be involved in some aspects of the brewing process.
CEO/President	108	Plans and directs all aspects of an organization's policies, objectives, and initiatives. Responsible for the short- and long-term profitability and growth of the company. When applicable, responsible for reporting to the Board of Directors.
CFO	109	Responsible for directing an organization's financial policies. Oversees all financial functions including accounting, budget, credit, insurance, tax, and treasury. Designs and coordinates a wide variety of accounting and statistical data and reports.
CFO/COO (Hybrid)	110	See CFO and COO job descriptions.
Controller (2nd Highest Position in Finance)	111	Responsible for the organization's financial statements, general ledger, cost accounting, payroll, accounts payable, accounts receivable, budgeting, tax compliance, and various special analyses.
COO	112	Plans and directs all aspects of an organization's operational policies, objectives, and initiatives. Responsible for the attainment of short- and long-term financial and operational goals. Directs the development of the organization to ensure future growth.
Delivery Driver	135	Operates commercial vehicle, hand truck, pallet jack or other moving equipment to safely deliver packaged beer direct to festivals, accounts, distributors, etc. Picks up empty kegs and returns to brewery. May include draft line cleaning, taking payment, stocking/unloading of packaged beer at sites, organizational skills, setting up promotional materials.
Director of Operations (2nd Highest Position in Operations)	113	Works directly under COO or in lieu of a COO based on organizational size and needs. Helps with planning, direction, and execution of operation policies, objectives, and initiatives.
Events Manager	114	Responsible for the coordination and management of events, ensuring deadlines and budgets are adhered to. Directs and orchestrates all the activities to prepare for the day of the event. May manage staff responsible for event coordination activities. Defines company brand through events. Evaluates and analyzes event performance and prepares metric presentations.

Executive Assistant/Secretary	115	Provides high-level administrative support to company executive(s). Handles all the administrative tasks on behalf of the executive to allow them the opportunity to focus on their executive level responsibilities. May handle a wide variety of situations involving the clerical and administrative function of the office. Responsible for confidential and time sensitive material. Prepares routine and advanced correspondence including letters, memoranda, and reports.
Facilities Manager	136	Accountable for making sure the building and their services meet the needs of the employees and patrons. The facilities manager is responsible for managing the design, planning, construction and maintenance of equipment, machinery, and overall building requirements. The position plans, budgets and schedules facility modifications, including estimates on equipment, labor materials and other related costs.
Financial Analyst	116	Compiles and analyzes financial information for an organization. Develops integrated revenue/expense analysis, projections, reports, and presentations. Creates and analyzes monthly, quarterly, and annual reports, and ensures financial information has been recorded accurately. Identifies trends and developments in competitive environments and presents findings to senior management. Performs financial forecasting and reconciliation of internal accounts.
Founder/Owner	117	The entrepreneur who started a business. If multiple entrepreneurs were involved in the creation of the company, they are referred to as the founders.
General Counsel	118	Negotiates, writes, and executes legal agreements and contracts. Advises executives on contract status, legal risks, and business terms of various deals. Explains legal language. Ensures the company's legal compliance in all areas.
Graphic Designer	119	Creates visible images to promote and inspire consumer awareness. Uses software and/or hand-rendering to design products that meet the marketing needs of the organization.
Human Resource Manager/ Director	120	Manages and leads all aspects of the human resource function for the organization. Develops and supports effective and ongoing hiring and retention strategies and manages all aspects of the employee life-cycle process. Primarily concerned with the management of people within the organization, focusing on company policies and systems.
Human Resources Assistant / Coordinator	144	Assists one or more functional areas within Human Resources for policies and procedures for the organization including recruiting, employee/labor relations, compensation, benefits, training, equal employment opportunity, and/or employee records. Performs diversified clerical and administrative activities. Processes paperwork for functional area according to established procedures.
Human Resources Generalist	121	Administers human resources policies and procedures for the organization. Collects and analyzes HR data, and makes recommendations to management. Processes paperwork for functional area according to established procedures. May prepare internal employee communications regarding compensation, benefits, or company policies.

IT Director	122	Establishes, plans, and administers the overall policies and goals for the information technology department. Analyzes the needs of different departments and determines ways to meet business objectives by modifying existing or developing new information processing systems.
Keg Washer	137	Cleans and sanitizes kegs either manually or with the use of a keg washing machine. Adjusts machine settings to complete tasks accurately, according to specifications, and in a timely fashion. Relies on instructions and pre-established guidelines to perform the functions of the job.
Lab Technician	123	Performs routine testing and analysis of the product. Participates in the production and manufacturing process by providing analytics and process improvement support to production departments; maintains and repairs lab and field equipment; accurately analyzes in-process and finished products and reports any out of specification results/trends; delivers superior product quality through continuous improvement of quality systems; reviews and ensures accuracy of test results; and responsible for actions on out of specification test results and quality issue investigation.
Marketing Coordinator/Specialist	124	Coordinates and implements marketing communication projects with responsibilities that include public relations, special events management, advertising, and creating brand awareness, including print and online platforms. Organizes the preparation of proposals and presentations using marketing resource materials such as brochures, data, slides, photographs, and reports. Prepare status reports on marketing efforts.
Marketing Manager	138	Develops and implements strategic marketing plans for an organization. Stays abreast of changes in the marketing environment to best serve the objectives of the organization and adjusts plans accordingly. Researches and develops pricing policies and recommends appropriate sales channels.
Marketing/Brand Manager or Public Relations Manager	127	Responsible for ensuring that the products, services and product lines that fall under their domain resonate with current and potential customers. Continuously monitors marketing trends and keeps a close eye on competitive products in the marketplace. Regularly meets with clients and senior management, and may oversee a team of marketers. Also in charge of managing and developing P & L and driving market growth.
National Sales Manager	139	Manages and directs a sales force to achieve sales and profit goals. Designs and recommends sales programs and sets short- and long-term sales strategies. Evaluates and implements appropriate new sales techniques to increase the department's sales volume. Recommends product or service enhancements to improve customer satisfaction and sales potential. Acts as advisor to sales team regarding projects, tasks, and operations.
Network Engineer	125	Assists in the development and maintenance of network communications. Uses knowledge of LAN/WAN systems to help design and install internal and external networks. Tests and evaluates network systems to eliminate problems and make improvements.

Packaging Assistant	140	Packages materials and products manually. Performs basic quality control checks including measuring, weighing, strength testing, package counts, and evaluating product or package appearance. Folds & tapes boxes, applies labels, and stacks boxes on pallets according to direction. If defective products are identified, they pull and replace them with functioning items. Keep a record of their activities for inventory control. This job includes canning, bottling, kegging
Packaging Manager	143	Manages and oversees the packaging staff to achieve operational objectives. Observes, analyzes, and researches packaging line operation to develop and implement scientific and efficient process. Implements quality control check to ensure the packaging meets environment, health, and safety regulations. Provides staff with directions on materials and equipment
Packaging Supervisor	141	Oversees the packaging staff to achieve operational objectives. Observes, analyzes, and researches packaging line operation to develop and implement scientific and efficient process. Implements quality control check to ensure the packaging meets environment, health, and safety regulations.
Production Manager	126	Responsible for leading and developing a team of individuals with varying levels of experience and education. Ensures quality performance, problem solving, and service to customers (internal and external). Also develops and maintains an understanding and adherence to operational budgets, customer interaction, manufacturing safety measures, and other functions relating to advancing zymology and farming/brewing/manufacturing techniques.
Quality Control Manager	142	Oversees the evaluation of a finished product for quality and reliability. Assures consistent quality of production by developing, enforcing and overseeing the entire inspection process and systems. Direct and lead quality control staff in inspecting both incoming and outgoing product to ensure quality of standards is met in the production area; establishes and defines quality standard and validates processes; monitors, documents and corrects any quality issues.
Sales Manager - Comprehensive	128d	Manages, develops, and implements sales promotion policies, programs and initiatives to maximize the profits of the organization's sales. Researches, evaluates and recommends enhancements to the market position of the organization's products or services. Comprehensive includes all types of beer sales if your brewery does not differentiate type of account (On - Premise, Off - Premise, Key Account) for this employee
Sales Manager - Key Accounts	128c	Manages, develops, and implements sales promotion policies, programs and initiatives to maximize the profits of the organization's sales. Researches, evaluates and recommends enhancements to the market position of the organization's products or services. Key Accounts (could include mix of on and off premise) include: Stadiums, Large events, Large retailers, Specialty events.
Sales Manager - Off Premise	128b	Manages, develops, and implements sales promotion policies, programs and initiatives to maximize the profits of the organization's sales. Researches, evaluates and recommends enhancements to the market position of the organization's products or services. Off - Premise sales are the sale of beer to facilities where beer is NOT able to be consumed on site.

Sales Manager - On Premise	128a	Manages, develops, and implements sales promotion policies, programs and initiatives to maximize the profits of the organization's sales. Researches, evaluates and recommends enhancements to the market position of the organization's products or services. On - Premise sales are the sale of beer to facilities where beer is consumed on site.
Staff Accountant	129	Maintains records of assets, liabilities, profit and loss, tax liability, or other financial activities within an organization. Maintains general ledger as needed. Analyzes financial data in order to prepare financial reports. Generates and interprets financial records and statements for management.
Tasting Room Associate/Bartender	130	Works as part of a team to support "tasting room" operations in a manner that achieves the established financial goals, ensures a rich consumer experience, builds consumer loyalty and reflects the brand essence. Principal functions include cash register operations, daily reconciliations, product knowledge, product presentation and stocking, sales, service, and working special events.
Tasting Room Lead	131	Leader of the team supporting "tasting room" operations. Acts as the first line of contact for tasting room associate/bartender support and facilitates communication between management and associates.
Tasting Room Manager	132	Manages and coordinates the tasting room and its employees. Ensures tasting room operations achieve its organizational goals by maintaining staff and evaluating tasting room activities. Handles any tasting room issues or complaints
Warehouse Manager	133	Manages all warehouse activities, ensuring the receipt, coordination, safety and quality of goods coming through a warehouse. Also ensures that orders arrive and are dispatched on time to the appropriate destinations and in the expected quantities.
Warehouse Worker	134	Receives, unpacks, checks, and stores merchandise or materials. Fills requisitions and orders. Packs, crates, and ships products and materials to distribution center, departments, or assembly line.

Definition of Study Report Terms

Term	Definition
25th Percentile	Point in the data where 25% of the data falls below and 75% falls above
75th Percentile	Point in the data where 75% of the data falls below and 25% falls above
Barrel - "BBL"	BBL(s) stands for "barrel, or barrels." A barrel of beer is 31 gallons and the standard size for a keg is a half barrel. One BBL equals approximately 13.78 CEs. To convert from BBLs to CE - multiply the number of BBLs by 13.78
Base Salary	Regular, fixed, guaranteed cash compensation. Excludes incentives, bonus payments, expense reimbursements, benefits, etc.
Bonus/Incentive	The total amount of cash bonuses and/or incentive payments received in the most recent full year
Brewpub	The Brewers Association defines a brewpub as follows: A restaurant-brewery that sells 25% or more of its company owned production onsite. The beer is brewed primarily for sale in the restaurant and bar. The beer is often dispensed directly from the brewery's storage tanks. Where allowed by law, brewpubs often sell beer "to go" and/or distribute to off-site accounts
Case Equivalent - "CE"	For ease of conversion, many breweries measure their annual output in case equivalents, that is, as if everything the brewery produced were in cases of 24 12-ounce bottles. One case equals one case equivalent
FTE	Full Time Employee: Any employee who works 32 or more hours in one week; note that some organizations may treat multiple part-time employees as FTEs based on internal policy and/or state employment regulations
Key Account	Key Accounts (could include mix of on and off premise) include: Stadiums, Large events, Large retailers, Specialty events
Median (50th percentile)	The point in the data where 50% of the data falls below and 50% falls above
On-Premise	An On-Premise account sells draft beer for consumption on site. Examples include bars, restaurants, tasting rooms
Off-Premise	An Off-Premise account sells draft beer for consumption off premise. Examples include grocery stores, liquor stores, bottle shops
Org. Wtd. Average	Organizational Weighted Average (or just Average) - the computed arithmetic mean for the sample group being reported
Pay/Wage Minimum	The pay/wage minimum is the minimum rate of pay per hour in dollars and cents that a person could receive for performing the job
Pay/Wage Maximum	The pay/wage maximum is the maximum rate of pay per hour in dollars and cents that a person could receive for performing the job
Production Brewery	A production brewery, contract brewing company or alternating proprietorship that is not a brewpub
Total Cash Compensation	Fixed cash compensation and any additional cash incentives or bonus received during the year. Does not include retirement contributions and the dollar value of non-monetary benefits
Total Retirement Contribution (Excluding FICA)	The total dollar value of the retirement benefits received for the year, including the employer's contribution to 401(k), 403(b), Keogh Plans, etc. Does not include employer contributions to FICA

CCBA Regions by County

Region	Counties
Central Coast	Monterey, San Benito, San Luis Obispo, Santa Barbara, Santa Cruz
Eastern Sierra	Alpine, Inyo, Mono
Greater Central Valley	Calaveras, Fresno, Kern, Kings, Madera, Mariposa, Merced, San Joaquin, Stanislaus, Tulare, Tuolumne
Greater Chico	Butte, Colusa, Glenn, Plumas, Sierra, Sutter, Tehama, Yuba
Greater Los Angeles	Los Angeles, Orange, Ventura
Greater Sacramento	Amador, El Dorado, Nevada, Placer, Sacramento, Yolo
Greater Shasta	Lassen, Modoc, Shasta, Siskiyou, Trinity
Inland Empire	Riverside, San Bernardino
North Bay	Napa, Sonoma
North Coast	Del Norte, Humboldt, Lake, Mendocino
San Diego	San Diego
San Francisco/Bay Area	Alameda, Contra Costa, Marin, San Francisco, San Mateo, Santa Clara, Solano

Quality Control and Data Reporting

All data have been statistically checked for validity and reliability. Participants were contacted directly by the study team for clarification of any anomalies in the data submissions. All raw data were reviewed prior to inclusion in the study analyses. Data outliers were identified and excluded from this report to protect the confidentiality of individual organizations and incumbents. All data findings are based solely on the information submitted by participants. Users of the study should review all data carefully to ensure the relevance of any comparisons.

To ensure the confidentiality of all reported data, compensation data breakdowns are limited in those cases with small numbers of data points.

Confidentiality of Data

We follow the guidelines issued by the Department of Justice and the Federal Trade Commission. The DOJ rule is in place as an anti-trust rule preventing collusion in the illegal sharing of data. As a participant, a brewery is listed among the participants, but not which positional information it supplied. These guidelines, which attempt to ensure that the study will not be used with anticompetitive intent, provide the basis for our data sufficiency determination. Based on these guidelines, we:

- Do not provide projections of expected future range movement
- Refrain from displaying any range data breakout that consists of less than five facilities
- Do not display any incumbent data breakout for which a disproportionate percentage of the underlying incumbent data comes from one facility
- Do not display any data from any individual organization so that all data remain confidential
- Do not report data less than three months old

Important Notice

Nothing in this study constitutes legal advice and the study sponsors and project managers assume no responsibility, legal or otherwise, for the outcome of decisions, contracts, commitments, or other obligations or outcomes made on the basis of this study. Study sponsors and project managers also assume no responsibility for the use or misuse of this study by anyone, including study participants or other parties or individuals who obtain information from this study. Any analysis should be considered more in terms of trends and general direction rather than absolute reliance on exact amounts given that the data can represent a slightly different sample of organizations each year.

Distribution Policy

These reports are confidential and proprietary. As a condition to receiving these reports, CCBA members agree that they will not reproduce or copy any portion of these reports in any manner and will not distribute, provide, or publish in any manner these reports to any other person or entity without the express written permission of FutureSense and the CCBA. The 2017 study is complimentary to all CCBA members.

Acknowledgments

The CCBA and FutureSense, LLC would like to thank all the participating organizations that helped make the study a success this year. Without your constant support, feedback, and efforts this study would not have been possible.

Contacts

The **2017 California Craft Brewing Industry Compensation Study** was conducted by FutureSense, LLC, in partnership with the CCBA. We are committed to continually improving the study process and report and welcome your feedback. Please contact one of the individuals listed below with your feedback and suggestions:

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