Sustainability Strategy

Like many small and medium businesses, Allagash is committed to environmental & social responsibility, but still trying to find the right place on the sustainability spectrum—one that is authentic and reflects their commitment but doesn’t greenwash. How might we help Allagash benchmark their current activities against industry standards for their current sustainability initiatives?

Allagash sustainability initiatives:

- Waste reduction - 99.75% landfill diversion in 2014
- Water consumption reduction - 3.27 barrels of water per barrel of beer in 2014
- Philanthropy - 1% of sales given to community organizations
- Energy conservation - 23.32 kWh/barrel packaged beer in 2014

1 employee 1995
100 employees 2015
82,000 barrels

Approach

- Interviews with host, Allagash to understand and align the project objectives, scope, and deliverables.
- Redefine the problem
- Secondary research on sustainability and craft brewing industry including SASB Standards Disclosure Guidance for Alcoholic Beverages.

- Site visit
- 20 interviews with Allagash employees across various departments
- Energy efficiency project related invoices and specs
- Details of energy efficiency projects including proposals, invoices and technical specifications.
- Review of interview notes to find themes, key ideas/challenges

- Monthly Utility Bills
- Monthly production and shipping volumes
- New product opportunities (16 Counties - entirely locally sourced products);
- New markets (opportunities where Millennials are majority, e.g., College towns); Pursue a sustainability labeling program for product differentiation.

- Source of raw materials, including water, grain and hops is critical to the long term sustainability of brewers;
- Incentivising local farmers;
- Paying employees well;
- Balance in growth.

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Founded in 1995 by Rob Tod, Allagash is a privately-owned craft brewery located in Portland, Maine.

Fig 1: Half Life Improvement Process
Fig 2: Supply chain - Impact of Sustainability & Allagash’s Leverage
Fig 3: PRI & Global Compact LEAD, “The Value Driver Model: A tool for communicating the business value of sustainability”