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?

**Approach**

- **Understand & Map**
  - 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.

- **Immerse**
  - Monthly Utility Bills
  - Monthly production and shipping volumes
  - 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

- **Synthesis & Analysis**
  - New product opportunities (16 Counties - entirely locally sourced products);
  - New markets (opportunities where Millennials are majority, eg. College towns);
  - Pursue a sustainability labeling program for product differentiation.

- **Frameworks & Reporting**
  - Value Driver Model
  - Core of Sustainability Strategy
  - Sustainability-oriented Innovation Framework

**Allagash sustainability initiatives:**

<table>
<thead>
<tr>
<th>1995</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 employee</td>
<td>100 employees</td>
</tr>
<tr>
<td>82,000 barrels</td>
<td></td>
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</tbody>
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- 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

**Problem statement**

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

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