



MONASH University

Team-based Marketing Plan

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1.0 Executive Summary

Dageraad Brewing is a craft brewery from Burnaby, British Columbia, Canada specialising in craft beer. Because imported craft beer is taking a growing share of the beer market in the United States sales have been increasing, as well as various cost considerations. The target country will be the United States, with indirect exports to the West Coast of the United States and sales through local distributors. Dageraad's target audience in this market is targeted at males between the ages of 21-40 with higher household incomes. Dageraad's main competitors will be Sierra Nevada Brewing Co. and Stone Brewing. After entering the market, Dageraad will use Internet media and events such as wine tastings to expand its online and offline presence in the short term to increase brand awareness and will strengthen its brand appeal through longer-term product innovation to become a leader in the market, as well as consider establishing a manufacturing facility in the U.S. Dageraad is also considering establishing a production base in the U.S. Dageraad's products are characterised by Belgian brewing techniques, a wide range of beer flavours and artistic packaging design. In terms of pricing, Dageraad adopts the strategy of going-on rate and value pricing, focusing on price reasonableness in order to position itself in the market segment. Distribution is omni-channel, working with retailers who have experience in importing, combined with online platforms. At the same time, we enhance customer interaction through social media and offline activities to maintain user loyalty.

2.0 Situation Analysis

2.1 A market-relevant justification for the company (product or service) selected, country selected, and market entry strategy

Dageraad Brewing is a handcrafted brewery that focuses on the brewing of craft beers, situated in Burnaby, British Columbia, Canada. Dageraad often focuses on complex flavour layers and traditional brewing techniques combined with modern innovations. The brand does not have subsidiaries or distribution in other countries ([Obris, 2023](#)).

Dageraad Brewery won the Brewery of the Year award at the 2018 Canadian Beer Awards ([Boothby, 2018](#)). Dageraad also regularly wins Awards in various Beer competitions, such as four silver MEDALS and a bronze medal at last year's BCBeerAwards, reflecting the high quality of its brewing process and innovation in Belgian flavours([BC Beer Awards, 2023](#)). To figure, the United States is one of the largest beer consumption markets in the world, and the United States leads the world in beer imports by far ([Statista, 2022](#); [Figure 1](#)). The North America Free Trade Agreement created a duty-free passage ([TTB, 2024](#)) for most beverage alcohol products imported from Canada into the United States. As Figure, we also searched the Canadian tariff finder and found no tariff on beer([Figure 2](#)).

The USMCA continues NAFTA's tariff relief policy, and Canadian beer can continue to enter the U.S. market duty-free. The USMCA strengthens the coordination of food and beverage standards among the three countries, reduces standards and technical barriers, and does not require additional costs to comply with different standards ([USTR, 2020a](#)). The USMCA strengthens intellectual property protection to help Canadian beer brands market and protect their brand image in the United States ([USTR, 2020b](#)).

The distribution license of alcohol sales in the United States is divided into three tiers ([NABCA, 2012](#)), so we choose the indirect export method to enter the American market. The preferential tariff means that we can export beer to the American market at a lower cost and compete with local beer brands on price. The export model reduces investment risk and allows flexibility to adjust resource allocation according to regional market performance and test local consumer preferences. For Logistics, choose UPS's Coyote Logistics, and arrange storage and destinations in Sparks, Nev., at the center of an extensive transportation network([Coyote Logistics, 2023](#)). And there are significant cost savings in Nevada in terms of taxes, labour, and overall operating

costs ([McFarland, 2022](#)). We used FreightGPT which is the US AI freight estimation platform to estimate the total transportation cost is about \$1195, cross-border usually costs \$200 - \$500, and a transport can load 1440-2080 cases of beer ([FreightGPT, 2024](#)).

2.2 Market conditions and target customers

The Craft beer market in the US has gradually been capturing a growing share of the market from major national and international beer producers, with a focus on microbreweries and brewpubs. The Brewers Association report reveals that in the first half of 2010, craft beer sales grew by 9% in volume and over 12% in revenue ([Murray & O'Neill, 2012](#)). This growth of the craft beer market indicates that home brewers and craft beer enthusiasts are fueling the market, positioning them as a significant and valuable niche consumer group.

Furthermore, as supported by data([Figure 3](#)), imported beer sales have been increasing in the US.

Among them, a big portion comes from Canada ([Beervanablog, 2024](#)). Canadian beer remains popular among US consumers due to similar rich histories. These northern products have successfully made their mark in the US ([Swartz, 2024](#)). That is why brands like Dagaraad can seize the opportunity to tap into the mid to high-end craft beer market in the US. This Canadian brand could target the US audience who are enthusiasts of premium craft beer, specifically Canadian beer ([Dageraad Brewing, 2024c](#)). They could be between 21 and 40 years old, young, and highly educated males, who tend to have higher household incomes and genuinely value premium products ([Long & Velikova, 2018](#)). Their interest in quality and distinctiveness would make them ideal customers for mid to high-end brands like Dagaraad, which largely emphasises rich histories, artisanal techniques, and authentic flavours that resonate with this demographic.

2.3 Competitive analysis

Our competitors will be Sierra Nevada Brewing Co. and Stone Brewing, both of which are well-known breweries in the U.S. They were both founded in California and have a large presence in the U.S. West Coast market, which we first entered ([Brewers Association, 2023a](#)).

Sierra Nevada is a craft brewery established in California for over 40 years, and the brand is targeted at the mid-range craft beer market. The main beers are Pale Ale and Torpedo Extra IPA, and with over one million barrels produced annually, it is the third-largest craft brewery in the United States ([Crouch, 2023](#)). Its marketing strategy relies heavily on a strong distribution network, with production sites in both California and North Carolina in order to expand the reach of its sales, and the failure to achieve uniform product standards between the different production sites has led to controversy over inconsistencies in the quality and flavour of the same product ([Crowell, 2014](#)). This is fatal for craft beer, which puts quality first, but at the same time is an opportunity for Dageraad Brewing to compete with Sierra Nevada.

Founded in 1996, Stone Brewing is one of the top 10 craft breweries in the U.S. Producing more than 325,000 barrels of beer annually, the brand is known for its full-flavoured, bitter, high-end IPAs, particularly its classic Stone IPA ([Sandiegoville, 2024](#)). In terms of marketing strategy, Stone Brewing takes its brand image very seriously and strongly defends the uniqueness of its 'Stone Ghost' trademark in the beer industry ([Craft Beer Joe, 2018](#)). They also have a brewery in Berlin, Germany, and they are exploring more aggressively a strategy of expanding overseas, but this has led to a spike in their production costs, causing the company to lose money ([Road, 2022](#)).

3.0 Marketing objectives

Dageraad Brewing's immediate plan is to increase brand awareness and expand its influence on social media platforms in its first year in the US market. According to a report by [Beveragedaily \(2024\)](#), 40 of the top 50 breweries in 2023 were small and independent craft breweries, a trend that highlights consumers' preference for unique flavours and handcrafted products. In view of this, Dageraad Brewing can use the power of Internet media and wine-tasting events to strengthen its market position when entering the market. The successful holding of wine-tasting events will have a positive effect on market expansion, and customer satisfaction is proportional to the participation in wine-tasting events, thereby increasing their willingness to consume and purchase volume ([Li et al., 2023](#)). As for social media strategy, [He et al. \(2022\)](#) proposed that this strategy can not only effectively reduce the cost of traditional advertising, but also attract specific target consumer groups through precisely targeted advertising content and delivery strategies. According to the statistics released by [Feehan \(2024\)](#), the company can set a reasonable monthly fan growth target based on the user interaction rate of each social media platform ([Figure 4](#)).

The core of the medium-term plan is to expand market share. [Kendall \(2023\)](#) stated that Sierra Nevada Brewing Company has achieved steady growth for six consecutive years, and its sales in 2023 increased by 3.7%. Referring to past cases, Dageraad Brewing can set a grand blueprint of 10% revenue growth in the first one to three years of entering the US market. At this stage of development, the company needs to deepen its market penetration strategy by making multi-dimensional innovations. [Lerro et al. \(2020\)](#) emphasized that the taste improvement of craft beer is the most concerning feature of consumers, which is crucial to enhancing brand image and expanding sales. In addition, [Lohman \(2024\)](#) mentioned in the report that the sales of Hazy IPA products under Sierra Nevada achieved a significant year-on-year growth of 35% just by innovation in packaging design. As the company's understanding of market demand and consumer preferences deepens, it must continue to improve and expand its product line to maintain its continued increase in market share ([Draganska & Jain, 2005](#)).

In its long-term plan for the next three to five years, Dageraad Brewing aims to become a leader in the American craft beer industry and expects to achieve a significant increase of 30% in market share. To achieve this blueprint, the company needs to continue to strengthen its brand appeal and to deeply integrate the local American beer culture. Taking Shiner Bock

Brewing Company as an example, it has become an indispensable beer business card in Texas by cleverly combining it with local food and climate ([Rail, 2024](#)). In addition, the company can also further expand its market influence through collaboration with other brands. [TCHRIS \(2023\)](#) pointed out in its report that three craft beer companies have successfully amplified their brand voice through linkage with the food industry. At the same time, Dageraad Brewing should also consider setting up a production base in the United States to reduce import costs and accelerate market response efficiency. [Macchion & Fornasiero \(2021\)](#) emphasized that localized production can significantly shorten the transportation cycle, especially in a highly personalized production environment, and can respond to market demand more quickly.

4.0 Marketing Strategy

4.1 Product (good or service) strategy

What sets Dageraad Brewing apart from other craft breweries in Canada is its focus on making fruit-styled beers, a very rare genre in the Canadian beer landscape. While many of their peers are remarkably busy with hop-heavy or North American beers, Dageraad focuses on perfecting traditional techniques of Belgian Brewing. This leaves them with more subtle and complementary tastes to the citrusy-forward hops that many brewers use today ([CHA, 2018](#)). Dageraad beers are known for their dry finishes and rich ester profiles. They add such non-malt sugars as dextrose to increase the alcohol content without any heaviness in the drink ([CHA, 2018](#)). Among many outstanding beers, some of the notable ones brewed by Dageraad Brewing include Dageraad Blonde, a flagship Belgian-style blonde ale brewed to emphasise balance and nuance between a mix of European malts and hops ([CHA, 2018](#)). Fermentation with Belgian yeast influences traditional fruit and spice flavours ([Dageraad Brewing, 2024a](#)). This yeast is not in as much of a hurry as its American and British counterparts, which makes the fermentation more slow-moving a week longer, in some cases. This yeast is not in as much of a hurry as its American and British counterparts, which makes the fermentation more slow-moving a week longer, in some cases. This slowness enables the yeast to develop more complex flavours, adding complexity and depth to the beers in Belgian style that other techniques cannot emulate in a quicker time. It is all about patience and flavour ([Hutto, 2015](#)). That attention to detail creates complex beers that have garnered a myriad of awards for the brewery, placing them as stalwarts in the Canadian craft scene.

Dageraad Blonde has earned some serious accolades within the beer community, most notably its gold medal at the prestigious Canadian Brewing Awards. The recognition underlines the quality of the beer and its authenticity to represent the Belgian blonde ale style ([Dageraad Brewing, 2024b](#)). Success by Dageraad Blonde has an overall flavour profile that is rounded, with malty sweetness, fruit esters, and subtle spices derived from Belgian yeast. A crisp dry finish with a refined application of European hops further elevates the uniqueness of this particular ale within today's competitive market ([Dageraad Brewing, 2024b](#)). This prestige award confirms Dageraad is committed to brewing great Belgian-style ales, positioning it as a leading brewery in this craft niche in Canada ([Dageraad Brewing, 2024b](#)).

The packaging of Dageraad Brewing is excellently designed in a sleek and minimalist manner, capturing the dedication of the brewery with great precision to brewing in Belgian style. According to the design from Fivethousand Fingers, the labels are clean and cohesive, blending soft colours, crisp lines, and geometric shapes to create an overall elegant yet approachable feel ([Zawada, 2015](#)). A specific brand language was developed, focused on hand-lettering and graphic elements, truly drawing from art movements such as the Vienna Secession ([Zawada, 2015](#)). In this way, the brand develops an identity; it also reflects an attitude toward craftsmanship and design. Every beer got its unique representation, with a strong belief in the overall brand, which made the lineup easily recognizable. The design drew inspiration from the meaning of "Dageraad," which in Flemish means "daybreak"; hence, freshness and a new era of quality beer ([Johnson, 2017](#)). This idea further strengthens the visual identity and reaches out to the pledge of authenticity and tradition within brewing by the brewery. In that regard, Dageraad Brewing creates an uncomplicated design that dismisses the bright and multi-complexity art that is on the products of other Canadian craft beers, with chaotic, colourful designs now common in the Canadian craft beer market ([Brewers Association, 2023b](#)). The packaging, with its muted colours and tasteful typography, screams high-end and artisanal to bring authenticity to quality consumers.

4.2 Pricing strategy

1. Defining the pricing objective

First of all, the company's pricing strategy in the US market will be carefully planned based on the situation of competitors. Sierra Nevada's long-standing pricing strategy is to occupy a significant market share in the mid-range market by providing cost-effective products like Pale Ale ([Vinepair, 2023](#)). At the same time, [Onlycans \(2023\)](#) pointed out in the report that Stone Brewing has won widespread praise from consumers in the high-end market with its unique strong IPA style. In view of this market situation, Dageraad Brewing should choose market penetration as its main goal and strive to enter the mid-to-high-end market with excellent price and quality. Its craft beers can fill a high-quality yet affordable niche in the market and gradually build brand awareness by attracting consumers seeking unique flavour experiences.

2. Determining demand

In the U.S. beer market, although the demand for mass beer is less responsive to price changes, in the craft beer segment, the sensitivity of demand to price is significantly enhanced ([Elodie, 2024](#)). This suggests that consumers are likely to quickly adjust their consumption choices once prices fluctuate. If the price of craft beer rises, especially if the increase exceeds what consumers consider a “reasonable price,” a large number of consumers may turn to more affordable alternatives or mainstream brands of beer. Especially in the mid-to-high-end market, consumers not only expect beer to have good quality but also attach great importance to the reasonableness of the price ([Bernot, 2022](#)).

3. Estimating costs

In addition to the consideration of transportation costs, when entering the US craft beer market, it is also necessary to pay attention to other costs. [Sheykin \(2024\)](#) pointed out in the article that the federal brewery license is foremost and most important, which costs between US\$1,000 and US\$3,500. Secondly, companies must also pay federal excise taxes, which is US\$18 per barrel. To focus on production activities, companies must build strategic partnerships with distributors. According to the analysis of [Logsdon et al. \(2012\)](#), the average monthly distribution cost is as high as US\$11,000. In addition, Sheykin (2024) also mentioned that the initial marketing costs are approximately between US\$10,000 and US\$50,000([Figure 5](#)). Overall, the various costs of entering the US market add up to about 17.1% of the total cost([Figure 6](#)).

4. Analyzing competitors' costs, prices, and offers

Based on the pricing strategies of its main competitors, Dageraad Brewing has the flexibility to make corresponding price adjustments. Sierra Nevada's pricing strategy tends to be low-priced, such as its Pale Ale products (priced at \$20 per 12-bottle package), which is very attractive to price-sensitive consumer groups ([Sierra, 2024](#)). In contrast, Stone Brewing's products, especially its IPA series, are priced higher (priced at \$20 per 4-bottle package), mainly targeting beer lovers who are willing to pay a premium for unique flavours ([Stonebrewing, 2024](#)). Therefore, Dageraad Brewing should avoid direct price competition with Stone Brewing in the high-end market, and instead, choose to set a price point slightly higher than Sierra Nevada while attracting consumers with its unique flavour profile.

5. Selecting a pricing method

Given that the product characteristics of the mid-to-high-end market are high quality and reasonable prices, Dageraad Brewing will face its respective limitations if it simply adopts the

Going-rate Pricing Strategy or the Value Pricing Strategy. [Abidin et al. \(2023\)](#) emphasized that the effectiveness of the Value Pricing Strategy is highly dependent on a deep insight into the market and customer needs. However, this pricing strategy may lose its effectiveness at different stages, thus posing a challenge to the profitability of the company ([Abidin et al., 2023](#)). As for the Going-rate Pricing Strategy, [Gerpott & Berends \(2022\)](#) pointed out that over-reliance on the pricing strategy of competitors may trigger price wars, thereby weakening the profit margins of the entire industry.

6. Setting the final price

In the US market, Dageraad Brewing should adopt a three-level price discrimination strategy and implement differentiated pricing for different consumer groups and sales channels. [Kiczmachowska et al. \(2023\)](#) revealed in their research that for some high-end products, consumers are more inclined to buy them in physical stores. Therefore, Dageraad Brewing can set higher price points in physical stores. In addition, the company can launch limited-time discounts during holidays and use time-sensitive pricing strategies to stimulate consumers' desire to buy. This limited-time discount not only allows consumers to feel immediate savings but also enhances the overall consumer experience by making shopping more interesting ([Lee et al., 2018](#)).

4.3 Distribution strategy

According to the textbook, using multiple distribution channels gives companies three important benefits ([Kotler and Keller, 2021](#)). The first is to expand market coverage. The second benefit is reduced channel costs. The third approach is to be able to do more customized selling. To effectively penetrate the US market, Dageraad will implement a multi-channel marketing strategy focused on customer needs and efficient distribution. [Scarpi \(2020\)](#), on the relationship between hedonism and utilitarianism and marketing channels, mentions that intensive distribution can cause both utilitarian and hedonic shopping responses. This distribution method is suitable for beverage products, and Dageraad, as a craft beer brand, should choose intensive distribution if it wants to distribute. Intensive marketing is used to increase market share, increase brand awareness, and build strong relationships with a wide range of retailers ([Kotler et al., 2009](#)).

Since Dageraad is a mid-range craft beer in Canada, the distribution partners choose local retailers and bars with experience in importing beer sales in the United States to ensure that the beer can enter good craft beer stores ([Holl, 2022](#)), such as Bottlecraft, The Good Hop, Windsor Homebrew Supply & Bottle Shop, etc. They offer a selection of local and imported craft beers. Local and international-focused craft beer store Total Wine & More has an extensive range of craft beers and specialty brands. The company should ensure the optimal product batch size to satisfy small retailers and bars, working with local logistics companies to start delivery from the Nevada warehouse. The company will also need to promote products in community centres and independent bars and select some areas with strong beer culture to promote and quickly build brand recognition.

According to Data, online sales channels still have great potential([Figure 7](#); [Figure 8](#)). Therefore, while cooperating with offline retailers, we combine digital marketing with online channels to support customers' purchase behaviour. Such as the selection of Total Wine and the World of Beer so that the United States imported Beer online platform or Craft City This online ordering platform for craft beer, which tends to stock smaller breweries, supports customers to choose distribution delivery platforms like Uber Eater to get their ordered products after ordering online, which optimizes the time spent by customers and merchants. It also improves the shopping experience for customers. Through the combination of online and offline omnichannel marketing, it is more convenient for customers to choose the right way to purchase and pick up goods, and achieve a seamless shopping experience. At the same time, the company can choose to add some craft Beer online ordering clubs ([Chen, 2024](#)), such as Beer of the Month Club, the online member Club with monthly membership fees and freight, Members will receive 12 bottles each month representing two to four styles of craft beer recommended by the club's jury, as well as profiles and tasting notes, while Dageraad can be included in its International Beer and Rare Beer membership categories as a uniquely Canadian craft beer([Beer of the Month Club, 2024](#)).

In terms of sales channel management, the company should train distributors and retailers on the brand story and product knowledge of Dageraad beer to strengthen their promotion efforts. And regularly evaluate the sales of each channel member, and adjust the allocation of resources according to market feedback. To resolve potential channel conflicts, [Kotler and Keller \(2021\)](#) mentioned, 'Companies can try to manage conflict through dual compensation, superordinate goals, employee exchange, co-optation, and other means.' Companies try to avoid too many distributors or retailers in the same market area to avoid bad competition and maintain good

cooperation with various distributors and retailers. Through these strategies, Dageraad can enter the US market efficiently and flexibly adjust its channel structure and partners according to market feedback. This not only helps reduce market entry risks but also builds brand awareness and lays the foundation for long-term growth.

4.4 Marketing Communications Strategy

For Dageraad Brewing to successfully penetrate the U.S. market, it is essential to develop a sophisticated marketing communication strategy, which, as stated by [Kotler et al. \(2021\)](#), amounts to a bridge between Dageraad Brewing and the consumer. Therefore, rich means of communication are a must so that consumers can understand that Dageraad Brewing is a sophisticated high-end craft beer from Canada and has a rich taste and flavour from the unique Belgian brewing process ([Stopa, 2018](#)).

Firstly, Dageraad Brewing will identify the target audience and develop a communication message, Dageraad Brewing's target customers will be those who have been consuming craft beer for a long time, according to a report by [Beer & Brewer \(2024\)](#), for the US market flavour is still the most important factor for craft beer, as can be seen in Data([Figure 9](#)). It shows that more than 92% of US consumers look for exceptional and rich flavours, while more than 50% focus on alcohol content, especially among consumers over 35 years old, who prefer craft beers with a high alcohol content([Figure 9](#)). Therefore the message that Dageraad Brewing will convey to consumers is that its products have new and unique characteristics of brewing beer that give the user the aroma and flavour of unique styles such as malt, sultana, caramel, fig, plum, spice, chocolate and presenting the image to consumers that Dageraad Brewing is a craft beer brand that incorporates artistic style into its products and gives customers a better sense that these products are carefully crafted and made with care ([Smullen, 2024](#); [Stopa, 2018](#)). this image of Dageraad Brewing as a craft beer brand that incorporates an artistic style into its products to the consumer, giving the customer a better sense that these products are carefully crafted and made with care ([Stopa, 2018](#)).

Secondly, Dageraad Brewing needs to determine the media choice and creative approach. Facebook and Instagram will be the most dominant platforms for advertising and maintaining

a brand presence on these social media is an important step for an alcohol brand in the new media age. Just like UGC, and Crown Royal, they have successfully proved that alcohol brands can use them to build loyalty and increase engagement among fans ([Gaylord, 2015](#)). They have both used these platforms to ensure a quick response from their users and fans, there is no better way to build a loyal following than to show your fans that you truly care outside of them ([Gaylord, 2015](#)). Also as part of Dageraad Brewing's promotional content, events such as tastings and invitations for media and influencers to come to the brewery for tours are necessary to give your customers a true understanding of the environment in which the Blonde Ale, Dubbel, etc. that they are purchasing is produced or whether Dageraad Brewing whether it really has such high quality as it advertises ([Saladino, 2018](#)).

Lastly, regarding maintaining and operating communication with consumers, Dageraad Brewing needs to make good use of social media and its own website to create an immediate and quick feedback method for customers to address support and customer service issues and to have real people address them by name and provide an authentic experience ([West, 2019](#)). As [Tsvenger \(2024\)](#) states, while this range of media and advertising will raise some costs to maintain and operate, it also means that consumers have a higher customer lifecycle value, they are more likely to make repeat purchases and spend more per transaction. A 5% increase in customer retention would mean that Dageraad Brewing could achieve a median profit margin improvement of up to 60% or more ([Tsvenger, 2024](#)).

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Appendices

Figure 1: Leading beer-importing countries worldwide in 2022, by trade value

Source: [Statista](#)

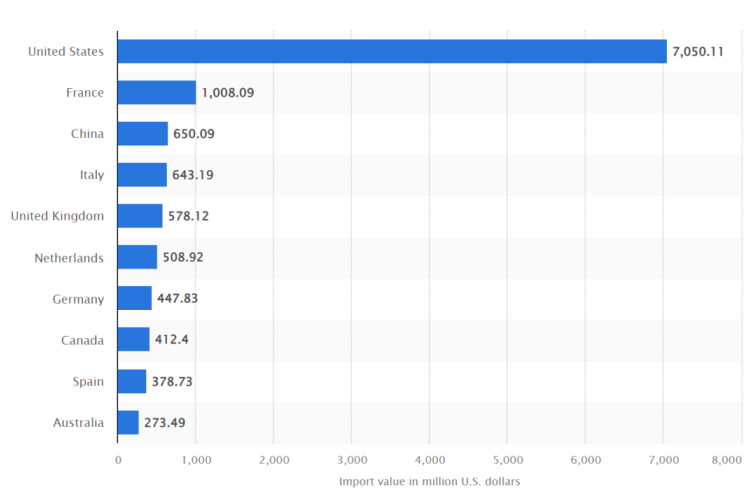


Figure 2: Tariff of alcoholic beer

Source: [Canada Tariff Finder](#)

Alcoholic beer > HS Code 2203.00

Select the most appropriate entry from the United States of America schedule below.

▼ 22 - CHAPTER 22 - BEVERAGES, SPIR

▼ 2203.00.00 - Beer made from malt

▼ In containers each holding not o

2203.00.00.30 - In glass cor

2203.00.00.60 - Other

2203.00.00.90 - In containers each holding over 4 liters

Canada

2203.00.00.60

UOM: liters

Treatment: General

Duty: Free

Figure 3: Craft Beer Change by Segment 2013-23' (Volume)

Source: [Beervanablog](#)

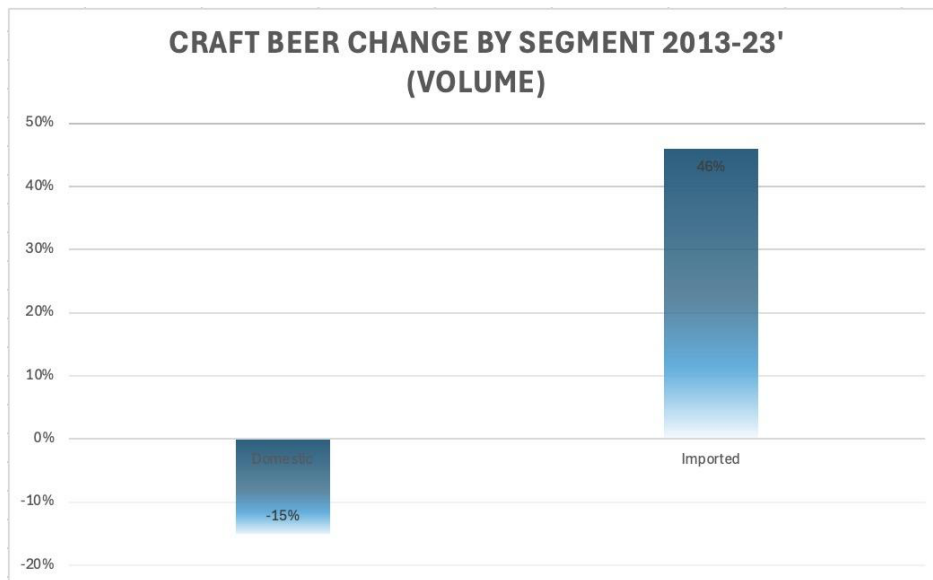


Figure 4: 2024 Social Media Industry

Source: [Rivaliq](#)

ALCOHOL

f Facebook metrics by post type



Figure 5: Marketing costs

Source: [Finmodelslab](#)

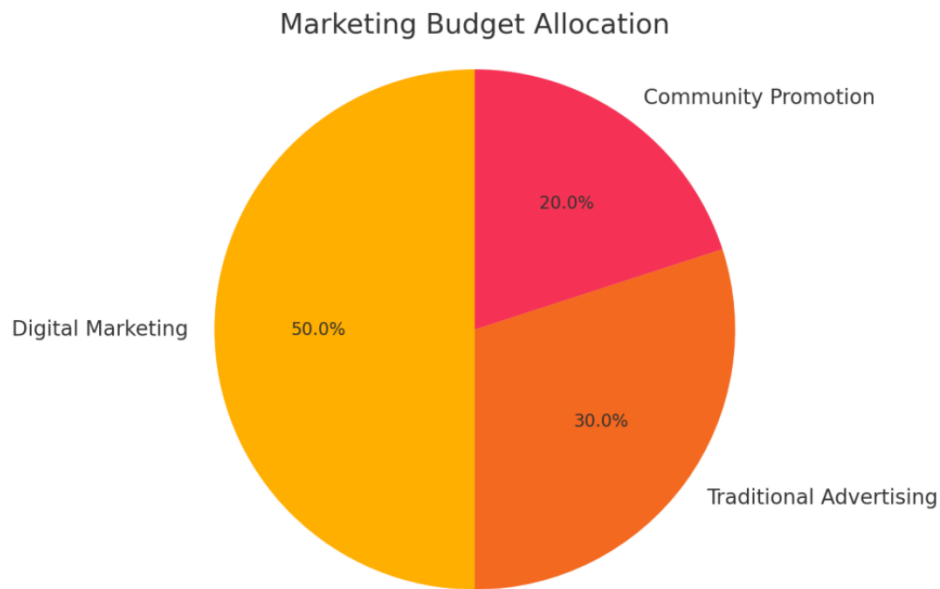


Figure 6: Operating Expenses

Source: [Finmodelslab](#)

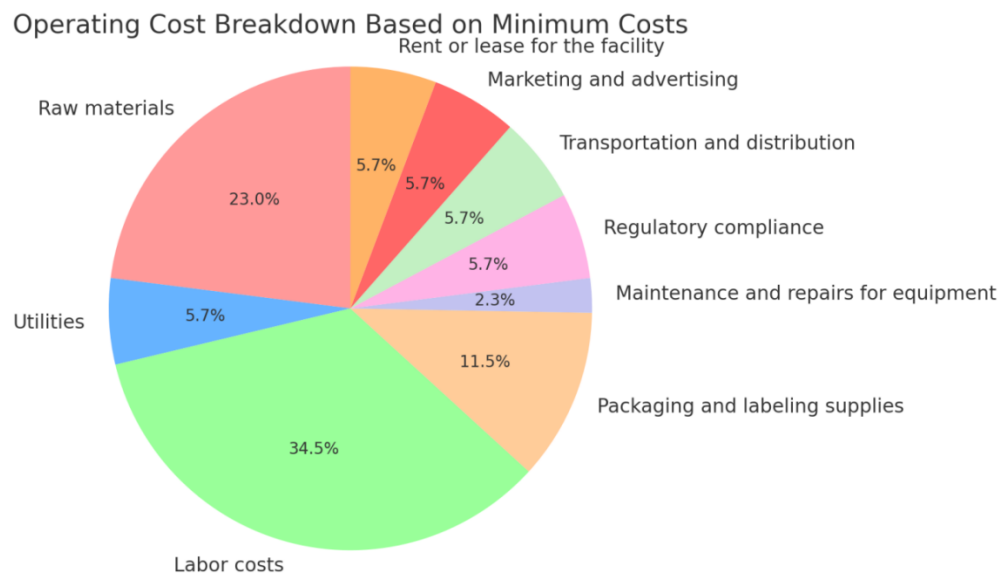


Figure 7: Total value and annual change from 2011-2029. Includes 5-year outlook.

Source: [IBISWorld](#)



Figure 8: Revenue of the online alcoholic drinks market in the United States from 2019 to 2029

Source: [Statista](https://www.statista.com/chart/11711/revenue-of-the-online-alcoholic-drinks-market-in-the-united-states-from-2019-to-2029)

Revenue of the online alcoholic drinks market in the United States from 2019 to 2029

(in billion U.S. dollars)

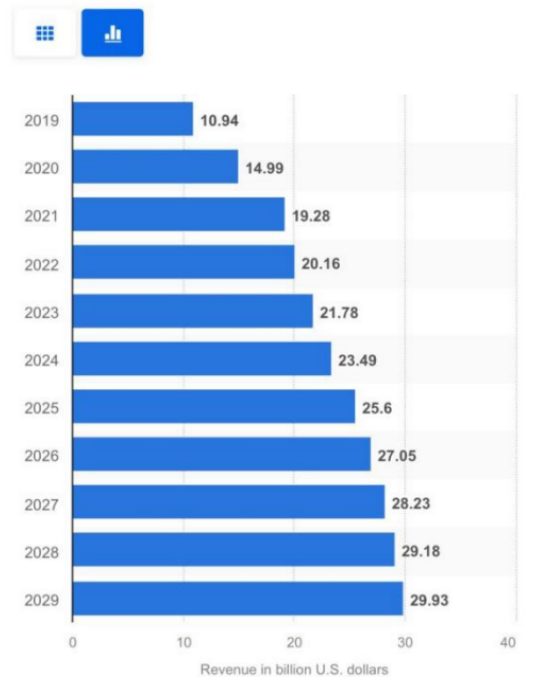


Figure 9

Drivers of the general consumer's craft beer purchasing decision in the U.S.

Source: [Beer and Brewer](#)

