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Kinsip: Marketing Spirits, Maple Syrup, and Hand Sanitizer

Professors Nicole Bérubé and Geoffrey T. Pond wrote this case solely to provide material for class discussion. The authors do not intend to illustrate either effective or ineffective handling of a managerial situation. The authors may have disguised certain names and other identifying information to protect confidentiality.

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In May 2020, the three cofounders of Kinsip House of Fine Spirits (Kinsip), a craft distillery located on a farm in Prince Edward County, Ontario, Canada, felt a great sense of accomplishment. Kinsip had a varied product mix that included light and dark spirits, a broad variety of bitters, and cask-aged maple syrup. However, for the previous few weeks, the distillery had been working hard on a completely different product.

In March 2020, the business had retooled to produce hand sanitizer in response to the shortages resulting from the outbreak of the COVID-19 pandemic. Motivated by a desire to help the community, Kinsip had initially provided its first batches of hand sanitizer for free to help protect front-line workers in the area. Producing hand sanitizer had required a considerable amount of effort and production adjustment, but Kinsip had risen to the challenge. As a distillery, it already produced ethanol, something that was also a key ingredient in the composition of hand sanitizer, for its regular products. In addition, Kinsip’s production and bottling expertise enabled it to meet the needs of the community quickly and effectively. Before long, Kinsip had added hand sanitizer to its list of products for sale to the public.

The three Kinsip cofounders were already pleased with the quality of their consumable products and the experience the distillery provided to consumers, both at the farm and through wider distribution. With the development of an excellent hand sanitizer, they wondered about next steps. Should they make hand sanitizer a regular Kinsip product offering?

HISTORY OF KINSIP HOUSE OF FINE SPIRITS

Background and Product Mix

Sarah Waterston, along with her brother Michael Waterston and his spouse Maria Hristova, had always loved visiting Prince Edward County (PEC), a southern Ontario locality known for its many farms and wineries. During their visits to the area, they appreciated and enjoyed the quality of PEC’s fine local products. Among the family members, Hristova was a third-generation distiller with a lifetime of expertise in the development of fine spirits. Having developed a discerning palate while growing up in a family-owned European distillery, she could appreciate the unique quality that local ingredients brought to flavour profiles. Hristova and her family members soon recognized that particular quality in PEC’s 66 Gilead Distillery. Set on a beautiful farm in the town of Bloomfield, near the popular Sandbanks Provincial Park, and named for its address, 66 Gilead Distillery was the only producer of fine spirits in the area.

When 66 Gilead Distillery was put up for sale in 2016, the three family members seized the opportunity to become business owners. After acquiring the business, the next step was to give the distillery a fresh new name. Initially, the three owners considered the name “Kindred” for their venture to reflect their family connections. Eventually, however, the business’s name evolved to “Kinsip House of Fine Spirits” to emphasize the fine nature of its products. The distillery promoted values of family, community, and fine craftsmanship through a statement on its website: “Kinsip is rooted in an appreciation of family and the fulfillment found in building community. We craft products together that reflect and accentuate the quality of the moment. Life is worthy of celebrating the small moments as well as the grand.”[[1]](#footnote-1)

Kinsip defined itself as a craft “grain-to-glass” distillery, borrowing from “farm-to-table,” the popular phrase for locally sourced food ventures. Wheat, grain, rye, and barley used in production were cultivated on the farm’s 80-hectare fields, which created a business distinction that very few distilleries in Ontario could claim. Kinsip was also one of very few cooperages[[2]](#footnote-2) operating in Canada.

Kinsip had purposefully aimed to create distinctive spirits with unique flavours in its distilling, which took place on the premises. The cofounders had established community relations and procured various elements for their spirits—including juniper, black currants, lavender, and maple syrup—from local producers. Kinsip had further distinguished itself by becoming a “verified artisan distiller.”[[3]](#footnote-3) Artisan Distillers Canada (ADC) verified a business as an artisan distillery if it was independently owned, produced a limited volume (less than 100,000 litres) of ethyl alcohol, and used its own techniques to ferment, blend, infuse, or age its own brands of spirits and bitters.[[4]](#footnote-4)

Of the 178 craft distilleries listed on the ADC website, 81 were verified artisan distillers. Among the 28 Ontario distilleries listed on the ADC website, Kinsip was one of nine verified artisan distilleries and the only one located in PEC.[[5]](#footnote-5) The next verified artisan distillery was located 192 kilometres away, in Johnstown, Ontario. The closest non-verified artisan distillery was 124 kilometres away, in Peterborough, Ontario.

Eventually, Kinsip’s product line evolved to include 11 different spirits such as rum, whisky, gin, brandy, and vodka (see Exhibit 1). Kinsip also offered a selection of non-alcoholic products such as bitters and maple syrup aged in whisky barrels. During the tourist season of May to October, Kinsip welcomed visitors for tastings and tours of the facility.

Kinsip sold its spirits directly to consumers both from its premises at the farm and through online shopping.[[6]](#footnote-6) Its products were also available across Ontario through the government-owned liquor and wine retailer Liquor Control Board of Ontario (LCBO). As well, Kinsip sold its bitters and maple syrup through 30 boutique outlets, most of which were located across Ontario, and through several locations in Quebec and Alberta (see Exhibit 2). For sales promotion, Kinsip packaged some of its product into attractive and convenient gift sets.[[7]](#footnote-7) As well, the distillery offered loyal customers club membership status, which provided certain priority privileges (see Exhibit 3). For customers who preferred shopping online, Kinsip offered free shipping on each online order over CA$50.[[8]](#footnote-8)

HAND SANITIZER

Initially, Kinsip had produced hand sanitizer to supply local hospitals with a product for use on hands and on surfaces within health care facilities. Therefore, Kinsip formulated its sanitizer in a more convenient liquid spraying format, rather than a gel. Health care workers were provided small bottles of the hand sanitizer free of charge from several of Kinsip’s initial batches. The distillery then expanded its distribution of this essential product during the COVID-19 pandemic across the community, making it widely available for sale to the public (see Exhibit 1). Kinsip added the phrase “For Difficult Times” on the hand sanitizer’s label to remind users that the product was part of a community effort to keep everyone safe (see Exhibit 4). Early purchasers of the Kinsip product consisted mainly of essential workers who frequently interacted with people and could not conduct their work from home, such as delivery people, truckers, and others.

By mid-March 2020, over 100 Canadian artisan distilleries had accepted the challenge of producing hand sanitizer. Kinsip was one of 20 such distilleries located in Ontario[[9]](#footnote-9) (see Exhibit 5). As a sales promotion, Kinsip offered 120 millilitre (ml) bottles of hand sanitizer free of charge with all online orders of spirits and maple syrup (see Exhibit 6).

Safety and Recalls

Like many other producers of hand sanitizer during the COVID-19 pandemic, Kinsip consulted the World Health Organization for direction on the product’s formulation,[[10]](#footnote-10) which included glycerol, hydrogen peroxide, and ethanol. In April 2020, due to a supply shortfall in hand sanitizer, Health Canada permitted producers to use technical-grade ethanol in the composition of the product. However, technical-grade ethanol could pose a health risk because of its impurities. By comparison, food-grade (or pharmaceutical-grade) ethanol was much purer and safer for sanitation involving skin contact. Therefore, in June 2020, Health Canada issued a product recall[[11]](#footnote-11) for all non-compliant hand sanitizers that included technical-grade and industrial-grade ethanol. Kinsip and other artisan distilleries, as producers of consumables, had used only food-grade ethanol in their product, so they were not subject to the Health Canada recall.

Pricing

Most artisan distillers who produced hand sanitizer priced their products competitively (see Exhibit 7). Kinsip priced its smallest container at $0.09 per ml, which was considerably higher than the average price of $0.04 per ml. However, Kinsip’s larger containers were more competitively priced. Its one-litre bottle was priced at $0.023 per ml, which was lower than the average price of $0.029 per ml. Kinsip’s four-litre jug was priced at $0.014 per ml, which was also lower than the average price of $0.016 per ml. In addition, Kinsip offered free shipping anywhere in Canada on all online orders over $50; some other artisan distilleries also provided free shipping locally. However, most companies applied standard shipping fees to all of their orders, which meant that a customer order of $100 from the nearby city of Kingston, Ontario, could cost an additional $30–$40 in standard shipping.

Projected Demand

Prior to the outbreak of the COVID-19 pandemic in early 2020, the global hand sanitizer market was projected to grow from US$1.2 billion in 2019 to US$2.14 billion by 2027, at a compound annual growth rate of 6.2 per cent during the forecast period of 2019 to 2027. However, after the outbreak of the COVID-19 pandemic, analysts revised the expected annual growth rate of the hand sanitizer market up to 45.7 per cent for 2020.[[12]](#footnote-12) Hand sanitizer had grown to become an estimated US$200 million industry. Public awareness about increased hygiene standards for preventing viral outbreaks led market analysts to project continually increasing demand.[[13]](#footnote-13) With the potential for COVID-19 safety practices to extend over longer periods, the use of hand sanitizer was expected to become a standard practice in the future for all public spaces.

KINSIP CUSTOMERS

Most Kinsip customers became acquainted with the distillery’s products during tasting tours, which operated between May and October. Therefore, the success of the tourism season in the PEC region had a direct effect on Kinsip’s potential online sales, which resulted from tourist visits and tasting tours.

As the only distillery within the PEC region, Kinsip welcomed a wide range of visitors, including motorcycle groups, vacationing families, and young retirees on weekend excursions. Most visitors came from three major urban centres—Montreal, Toronto, and Ottawa—which were located within a two- or three-hour drive from PEC.

Kinsip attracted various customer segments, but according to its own research, two main demographic groups tended to dominate during the summer months and in the early fall season. During the summer months, when children were out of school, the Kinsip site was popular with young parents—especially women aged 25 to 45—who visited PEC for week-long holidays with their young children. Kinsip estimated that this segment comprised 40–60 per cent of visitors to the farm. The parents and children enjoyed touring the facilities and sights, which included numerous chickens running freely in the farm’s open yard. These visitors tended to prefer clear spirits and purchased products to consume during their summer vacations and back at home after the holidays.

During the early fall months of September and October, frequent visitors to the Kinsip site were mostly weekend tourists who wanted to stock up on products for winter, including early Christmas gifts. Kinsip estimated that 30–40 per cent of these customers comprised dual-income couples aged 50–65. These consumers tended to be knowledgeable about spirits, enjoyed entertaining at home, purchased a wide range of products, and would buy cases of spirits in single purchases, rather than single bottles.

While exploring the PEC region, customers would visit the Kinsip distillery to relax in the picturesque farm setting and appreciate Kinsip’s urban-styled tasting bar. In stark contrast to the farm setting, the tasting bar featured a contemporary white design with copper accents. The three Kinsip cofounders intentionally chose a design that projected clean, slick urban features to counter the farm’s rural, country setting.

Many customers used the term “farm glam” to describe the unique design that the three Kinsip cofounders intended to portray. The term “farm glam” seemed to portray a stylish design within a picturesque country setting that customers could indulge in and treat themselves. Many Kinsip customers saw their visits as pleasurable, high quality experiences that featured unique local products.

Online sales were mainly derived from these personal experiences. Online customers tended to be people who had already enjoyed Kinsip products during tasting tours onsite. Other online shoppers had been referred to the Kinsip products by loyal clients.

PRODUCT MIX

Kinsip invited its customers to practice restraint and to savour its products to appreciate the complexity and uniqueness of each one. The business produced 11 different spirits, including rum, rye whisky, gin, brandy, and vodka. Each product was combined with unique flavours derived from locally sourced ingredients such as lavender, juniper berries, black currants, pine needles, and maple syrup. The connection of the spirits to the local sources was reflected in the names of many products, such as Maple Whisky and Woodland’s Whisper Pine Vodka (see Exhibit 1). Kinsip’s non-alcoholic products also emphasized unique sensory experiences. For example, Kinsip’s maple syrup was aged in whisky barrels to elevate a common Canadian product to a more sophisticated level. Kinsip’s bitters not only featured locally sourced jalapenos, lavender, and maple syrup, but also incorporated coffee and chocolate from craft businesses located in Toronto.

By contrast, Kinsip’s hand sanitizer was marketed as a purely utilitarian product with a minimalist descriptive label (see Exhibit 1). The phrase “For Difficult Times” was added to the product’s description to suggest Kinsip’s role in protecting the community during the COVID-19 pandemic (see Exhibit 4). However, as the pandemic wore on over time, it was less clear whether the phrase continued to resonate with customers. The format of Kinsip’s hand sanitizer used in hospitals allowed it to be sprayed on surfaces, which provided an advantage over gel formats. However, some customers who expected hand sanitizer to be in a gel format were confused by the spray version. Nevertheless, feedback from customers indicated that they appreciated the product’s quick drying quality, which meant it did not leave a sticky residue. Some early users even reported that the product smelled like gin, which they considered a positive attribute.

The three Kinsip cofounders were proud of the quality and purity of their hand sanitizer. They also hoped that it served as a reminder of the firm’s commitment to the community. However, it was clear that the sanitizer provided a sharp contrast to other items in Kinsip’s list of products. It was the one product that did not seem to fit with the otherwise fine quality consumable spirits.

The three owners wondered how to market this one special product to enhance its fit within the distillery’s product mix. Did the hand sanitizer constitute an opportunity to reach a broader consumer base?

EXHIBIT 1: KINSIP HOUSE OF FINE SPIRITS—PRODUCT LIST (in CA$)

Alcoholic Products

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Product Type** | **Product Name** | **Description** | **Volume** | **Price** |
| **White Spirits** | Juniper’s Wit Gin | Blend of herbs and botanicals including locally sourced juniper, lavender, and hops. | 750 ml | $39.95 |
| Still’s Whisper Vodka | Hand-crafted grain-to-glass vodka, twice distilled in a Kinsip House of Fine Spirits (Kinsip) custom copper still, using 100 per cent Ontario wheat. | 750 ml | $39.95 |
| Woodland’s Whisper Pine Vodka | Hand-crafted grain-to-glass vodka, triple distilled in a Kinsip custom copper still, using 100 per cent Ontario wheat and pine needles. | 750 ml | $39.95 |
| **Dark Spirits** | Cooper’s Revival Canadian Rye Whisky | Bold, spicy Canadian rye aged in recoopered red wine barrels.  (Kinsip is home to one of the very few cooperages left in Canada). | 750 ml | $59.95 |
| Kinsip Maple Whisky | Hand-crafted barrel-aged whisky, finished in barrels that have aged maple syrup. | 375 ml | $32.95 |
| Dark Waters Rum | Delicate honeysuckle blossom, citrus notes, and tea leaves layered with creamy caramel and butterscotch overtones and vanilla on the nose. | 750 ml | $59.95 |
| Juniper’s Wit Barrel-Aged Gin | Barrel-aged “grain-to-glass” gin hand-crafted with a unique blend of herbs and botanicals including locally sourced juniper, lavender, and hops. | 750 ml | $49.95 |
| Kinsip Brandy | Refined brandy made from Prince Edward County grapes aged in charred French oak casks. | 375 ml | $29.95 |
| Heartland’s Hearth Single-Malt Whisky | Kinsip’s first Ontario “grain-to-glass” single-malt whisky; fermented and distilled on site; 100 per cent malted barley aged in a cask brought back from Scotland and finished in one of Kinsip’s own brandy barrels for a uniquely Canadian expression of a single-malt whisky; 222 hand-numbered bottles. | 750 ml | $99.95 |
| **Liqueur** | Country Cassis | Created using local black currants and Kinsip’s aged brandy. | 375 ml | $34.95 |
| Saffron Liqueur | Made with local saffron grown locally by True Saffron. | 375 ml | $34.95 |

EXHIBIT 1 (CONTINUED)

Non-alcoholic Products

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Product Type** | **Product Name** | **Description** | **Volume** | **Price** |
| **Maple Syrup** | Kinsip Whisky-Barrel-Aged Maple Syrup | Aged in whisky barrels to give this Prince Edward County maple syrup its robust, smoky flavour. | 375 ml | $24.95 |
| **Hand-Crafted Bitters** | Chili Espresso | Based on a blend of three different chilies including local jalapeno, smoky habanero, and chipotle with a mellow finish of Pilot Coffee Roasters dark roast coffee. | 100 ml | $14.95 |
| Sour Cherry | Made from a blend of Ontario sweet and sour cherries. | 100 ml | $14.95 |
| House | Kinsip’s version of Angostura bitters. | 100 ml | $14.95 |
| Lavender Lemon | Made with locally sourced lavender. | 100 ml | $14.95 |
| Maple Walnut | Based on Kinsip’s deeply rich whisky-barrel-aged maple syrup. | 100 ml | $14.95 |
| Coffee Pecan | Using rich dark coffee from Pilot Coffee Roasters in Toronto. | 100 ml | $14.95 |
| Vanilla Rye | Vanilla layered onto a dark rye whisky base to add complexity to dark spirited drinks or to add flavour in pancakes. | 100 ml | $14.95 |
| Hibiscus Rosehips | Floral, ruby red bitter. | 100 ml | $14.95 |
| Whisky Smoke | Based on Kinsip whisky and including wood from Kinsip charred whisky barrels to give an oaky presence that can add depth to any whisky-based drink. | 100 ml | $14.95 |
| Ginger | Ginger and spice to add flavour to apple or strawberry cocktails. | 100 ml | $14.95 |
| Orange | A citrus bitter. | 100 ml | $14.95 |
| Chocolate | From the test lab, made using cocoa husks from Soul Chocolate, a chocolate crafter in Toronto. | 100 ml | $14.95 |
| **Hand Sanitizer** | | Based on the World Health Organization formula. | 120 ml | $11.30 |
| 1 litre | $22.60 |
| 4 litres | $84.75 |
| Pourable pail. | 20 litres | $336.00 |

Note: Availability of products could change over time; information in this exhibit reflects products featured on the Kinsip House of Fine Spirits website at the time of writing; ml = millilitre.

Source: Created by the authors with information from “Home,” Kinsip House of Fine Spirits, accessed May 7, 2020, www.kinsip.ca.

EXHIBIT 2: BITTERS and MAPLE SYRUP STOCKISTS

|  |  |  |
| --- | --- | --- |
| **ONTARIO** | | |
| **Prince Edward County** | | |
| Agrarian Market  4 Lake Street  Picton, ON | Gourmet Diem  213 Front Street  Belleville, ON | The Waupoos Market  2470 Road 8  Waupoos, ON |
| Festival Players  310 Wellington Main Street  Wellington, ON | KOKITO  285 Bloomfield Main Street  Bloomfield, ON | Zest Kitchen Shop  192 Main Street  Picton, ON |
| The General  283 Main Street  Wellington, ON | The Local Store  768 County Road 12  Prince Edward, ON |  |
| **Ottawa** |  |  |
| Goods Shop  201 Dalhousie Street  Ottawa, ON | Maker House Co  987 Wellington Street W.  Ottawa, ON | Red Apron  564 Gladstone Avenue  Ottawa, ON |
| Kitchenalia  274A Richmond Road  Ottawa, ON | Pot & Pantry  244 Elgin Street  Ottawa, ON | Thyme and Again  1255 Wellington Street W.  Ottawa, ON |
| **Toronto** | | |
| Birch & Co  1487 Gerrard Street E.  Toronto, ON | Cheese Boutique  45 Ripley Avenue  Toronto, ON | Harvest Wagon  1103 Yonge Street  Toronto, ON |
| BYOB Cocktail Emporium  972 Queen Street W.  Toronto, ON | City Canteen  2279 Bloor Street W.  Toronto, ON | Labour of Love  223 Carlton Street  Toronto, ON |
| Canary & Fox Micro Market  778 Annette Street  Toronto, ON | Dish Cooking Studio  587 College Street  Toronto, ON | Simply Beautiful  2739 Dundas Street W.  Toronto, ON |

|  |  |  |
| --- | --- | --- |
| EXHIBIT 2 (CONTINUED)  **Other Locations in Ontario** | | |
| Backroad Coffee Roasters  133 Queen Street E.  Mississauga, ON | Florence Meats  2136 Speers Road  Oakville, ON | Hochelaga Inn  24 Sydenham Street  Kingston, ON |
| Bella Market  4050 Bath Road  Kingston, ON | The General on Main  11 Main Street  Warkworth, ON | Kala House of Colour  54 Manitoba Street  Bracebridge, ON |
| Cherry Birch General  219 King Street E.  Hamilton, ON  **Other Locations in Canada** | General Brock’s Commissary  86 Brock Street  Kingston, ON |  |
|  | | |
| Habitat Etc.  10187 104th Street N.W.  Edmonton, AB | Magpies Collection  4809A 50th Avenue  Leduc, Alberta | Vinum Design  1480 rue City Councillors  Montreal, QC |

Source: Created by the authors with information from “Home,” Kinsip House of Fine Spirits, accessed May 7, 2020, www.kinsip.ca.

EXHIBIT 3: KINSIP HOUSE OF FINE SPIRITS—CLUB MEMBERSHIP

|  |
| --- |
| The “Kinsiper” Annual Club Membership is priced at CA$200 and includes the following items:   * Two boxes per year with a mixture of white and dark spirits, distiller’s edition releases, bitters, and other cocktail culture pieces * Club-only fall and spring pick-me-up parties with opportunities to mingle with like-minded spirits and our distiller at the farm in the country * Free shipping on boxes * First sips (or dibs) on all Kinsip House of Fine Spirits new releases * Membership card, glass, and “K-pin,” which gives members access to free tastings at Kinsip House of Fine Spirits tasting room * Access to tickets and invitations to all Kinsip public events |

Source: Created by the authors with information from “Home,” Kinsip House of Fine Spirits, accessed May 7, 2020, www.kinsip.ca.

EXHIBIT 4: KINSIP HOUSE OF FINE SPIRITS—HAND SANITIZER

|  |  |
| --- | --- |
| C:\Users\Purple Dino\Documents\Documents (3)\WORK\CASES\kinsip\Kinsip hand sanitizer 3Pack-01.jpg | Image shows 120-millilitre bottles with the phrase “For Difficult Times” printed around the Kinsip logo.  The 120-millilitre format was priced at CA$11.30. Kinsip also packaged its hand sanitizer in one-litre bottles, priced at CA$22.60. |

Source: Created by the authors with information from “Hand Sanitizer,” Kinsip House of Fine Spirits, accessed May 7, 2020, www.kinsip.ca/hand-sanitizer.

EXHIBIT 5: CANADIAN ARTISAN DISTILLERieS PRODUCING HAND SANITIZER

|  |  |  |
| --- | --- | --- |
| **Alberta** | **British Columbia** | **Ontario** |
| Big Rig Craft Distillery  Black Diamond Distillery  Bridgeland Distillery  Broken Oak Distillery  Burwood Distillery  Confluence Distilling  Greenwood Distillers  Grit City Distillery  Last Best Brewing and Distilling  Latitude 55  Minhas Micro Brewery  Park Distillery  Rocky Mountain Big Horn Distillery  Skunkworks Distillery  Two Rivers Distillery  Wild Life Distillery  Tippa Inc. | After Dark Distillery  Alchemist Distiller  Ampersand Distilling Co.  Anderson Distilleries Inc.  Arbutus Distillery  Bespoke Spirit House  Bohemian Spirits  Copper Spirit Distillery  Devine Spirits  Dubh Glas Distillery  Fernie Distillers  Goldstream Distillery  Legend Distilling  Long Table Distillery  Mad Laboratory Distilling  Mainland Whisky  Maple Leaf Spirits  Misguided Spirits Distillery  Monashee Spirits  Montis Distilling  New Wave Distilling  Odd Society Spirits  Okanagan Spirits  Pacific Rim Distilling  Resurrection Spirits  Salt Spring Shine Craft Distillery  Shelter Point Distillery  Sheringham Distillery  Sons of Vancouver  Stealth Distilleries  Stillhead Distillery  Taynton Bay Spirits  The 101 Brewhouse & Distillery  True North Distilleries  Victoria Distillers  Wayward Distillation House  Wiseacre Farm Distillery | Black’s Distillery |
| Dairy Distillery |
| Dillon’s Small Batch Distillers |
| Dixon’s Distilled Spirits |
| Junction 56 Distillery |
| King’s Lock Craft Distillery |
| **Kinsip House of Fine Spirits** |
| Last Straw Distillery |
| Limited Distilling |
| Murphy’s Law Moonshine Distillery |
| Niagara Falls Craft Distillers |
| O’Kenny Craft Spirits |
| OG Distillery |
| Reid’s Distillery |
| Silver Fox Distillery |
| Spirit of York |
| Stalk and Barrel |
|  | Top Shelf Distillers |
| **Manitoba** | Willibald Farm Distillery |
| Capital K Craft Distillery | Wolfhead Distillery |
| Patent 5 Distillery |  |
|  | **Prince Edward Island** |
| **New Brunswick** | Deep Roots Distillery |
| Blue Roof Distillers |  |
| Distillerie Fils du Roy | **Quebec** |
| Gagetown Distilling and Cidery | Blue Pearl Distillerie |
| Moonshine Creek Canadiana | Cirka Distilleries |
| Sussex Craft Distillery | Distillerie de Québec |
|  | Distillerie des Marigots |
| **Newfoundland** | Distillerie Mitis |
| The Newfoundland Distillery Co. | Distillerie Puyjalon |
|  | Distillerie Stadacone |
| **Nova Scotia** |  |
| Barrelling Tide Distillery | **Saskatchewan** |
| Coldstream Clear Distillery | Black Fox Farm and Distillery |
| Compass Distillers | Lucky Bastards Distillers |
| Ironworks Distillery | Smooth 42 Craft Distillery |
| Raging Crow Distillery |  | Stumbletown Distilling |
| Steinhart Distillery |  |  |
| Still Fired Distilleries |  | **Yukon** |
| Tipping Point Distillers |  | Yukon Brewing (and Distilling) |
|  |  | Two Brewers |

Source: Created by authors with information from “Artisan Distillers Producing Disinfectant & Hand Sanitizer,” Artisan Distillers Canada, March 19, 2020, accessed August 18, 2020, https://artisandistillers.ca/news/artisan-distillers-disinfectant.

EXHIBIT 6: KINSIP HOUSE OF FINE SPIRITS—COVID-19 Shipping Information

|  |
| --- |
| Free courier shipping on all orders over $50. Discount applied automatically at checkout. Shipping times are slightly longer than usual.  Free 120 ml sanitizer bottle with every spirits/maple syrup order.  Our store is now CLOSED to the public due to COVID-19.  If you would like to arrange for a curb-side pick-up, please call us at 613 393 1890 or  order online and select “County – Pick-Up”.  **Stay safe, stay healthy.**    Kinsip House of Fine Spirits  Kinsip is rooted in an appreciation of family  and the fulfillment found in building community.  We craft products together that reflect and  accentuate the quality of the moment.  Life is worthy of celebrating the small  moments as well as the grand. |

Note: ml = millilitre.

Source: Created by the authors with information from “Home,” Kinsip House of Fine Spirits, accessed May 7, 2020, www.kinsip.ca.

EXHIBIT 7: HAND SANITIZER PRODUCT OFFERINGS AND PRICES FROM ONTARIO ARTISAN DISTILLERIES (in CA$)

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Name** | **Location** | **\*Ethanol** | **Size** | **Container** | **Price** | **Price (per ml)** | **Shipping** |
| Dairy Distillery | Almonte | 80% | 30 ml  237 ml  473 ml  947 ml | Spray bottle  Flip-top bottle  Pump  Screw-top bottle | 4.50  5.00  9.95  15.00 | 0.150  0.021  0.021  0.016 | Free shipping on orders over $100. |
| Dillon’s Small Batch Distilleries | Beamsville | 80% | 750 ml | Screw-top bottle | 20.00 | 0.026 | Free shipping on orders over $150 within Ontario and Quebec and on orders over $200 to eastern and western Canada. |
| Dixon’s Distilled Spirits | Guelph | 80% | 125 ml  1 L  4 L | Screw-top bottle  Screw-top bottle  Jug | 4.00  14.00  48.00 | 0.032  0.014  0.012 | Free delivery within the city of Guelph; standard shipping to all other locations. |
| Junction 56 Distillery | Stratford | 80% | 60 ml  1 L  1 L × 6  4 L | Spray bottle  Screw-top bottle  Screw-top bottles  Jug | 3.25  9.95  49.95  35.00 | 0.054  0.009  0.008  0.008 | Standard shipping costs on all shipped orders. |
| Kinsip House of Fine Spirits | Bloomfield | 80% | 120 ml  1 L  4 L  20 L | Screw-top bottle  Screw-top bottle  Jug  Pail | 11.30  22.60  56.50  282.50 | 0.090  0.023  0.014  0.014 | Free shipping on all orders over $50. |
| Last Straw Distillery | Concord | Not indicated | 220 ml  1 L  1 L  4 L  18 L  Bulk | Screw-top bottle  Screw-top bottle  Flip-top bottle  Jug  Bucket  Extra cost for container | 5.00  16.00  18.00  60.00  216.00  15.00/L | 0.023  0.016  0.018  0.015  0.012  0.015 | Free on board at the distillery only; standard shipping costs to all other locations. |
| Limited Distilling | Niagara-on-the-Lake | 70% | 500 ml × 20 | Screw-top bottles | 200.00 | 0.020 | Standard shipping costs on all shipped orders. |
| Murphy’s Law Moonshine Distillery | Elmira | 80% | 1 L  1 L  4 L | Wall mount unit  Screw-top bottle  Jug | 85.99  18.88  60.00 | 0.086  0.019  0.015 | Standard shipping costs on all shipped orders. |

EXHIBIT 7 (Continued)

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Name** | **Location** | **\*Ethanol** | **Size** | **Container** | **Price** | **Price (per ml)** | **Shipping** |
| O’Kenny’s Craft Spirits | Pembrooke | 65% | 30 ml  60 ml  500 ml  4 L | Screw-top bottle  Screw-top bottle  Screw-top bottle  Jug | 2.65  4.42  15.93  116.00 | 0.089  0.074  0.032  0.029 |  |
| Silver Fox Distillery | Arthur | Not indicated |  |  |  |  | Website indicated sanitizer was produced for front-line workers and excess capacity sold through storefront only; no pricing indicated. |
| Top Shelf Distillers | Perth | 80% | 236 ml × 3  946 ml  3.78 L | Screw-top bottles Three-pack  Screw-top bottle  Jug | 18.45  20.95  39.95 | 0.026  0.022  0.010 | A $5 flat fee applied for delivery within Ottawa area; standard shipping costs to all other locations.  (Note: 10% of sales donated to charity) |
| Willibald Farm Distillery | Ayr | 80% | 50 ml  120 ml  500 ml  1 L  4 L | Spray bottle  Spray bottle  Screw-top bottle  Spray bottle  Jug | 3.50  5.00  9.00  13.00  50.00 | 0.070  0.041  0.018  0.013  0.012 | Free local delivery in selected areas with orders over $45; a $10 flat shipping rate added to orders to Toronto over $45; for 1 L and 4 L sizes, pick-up only—no shipping. |
| Wolfhead Distillery | McGregor | 67–70% | 50 ml  350 ml  330 ml  750 ml | Spray bottle  Screw-top bottle  Spray bottle  Screw-top bottle | 3.00  8.00  7.00  15.00 | 0.060  0.022  0.021  0.020 | Standard shipping costs on all shipped orders. |

Note: \*Minimum allowable concentration for hand sanitizer was 60%; distilleries listed in Exhibit 5 that did not offer sanitizer for sale on their websites were omitted from this list; all listed producers manufactured hand sanitizer using food-grade ethanol; ml = millilitre; L = litre.

Source: “Products,” Dairy Distillery, accessed May 7, 2020, www.dairydistillery.com/collections/products; “What We Make,” Dillon’s Small Batch Distilleries, accessed May 7, 2020, https://dillons.ca/what-we-make; “Shop,” Dixon’s Distilled Spirits, accessed May 7, 2020, https://dixonsdistilledspirits.com/shop; “Shop,” Junction 56 Distillery, accessed May 7, 2020, www.junction56.ca/shop; “Home,” Kinsip House of Fine Spirits, accessed May 7, 2020, www.kinsip.ca; “Shop,” Last Straw Distillery, accessed May 7, 2020, www.madebyhand.laststrawdistillery.com/shop; “Shop,” Limited Distilling, accessed April 18, 2021, https://limiteddistillery.com/pages/shop; “Products,” Murphy’s Law Moonshine Distillery, accessed May 7, 2020, https://murphyslawmoonshine.com/collections/all; “Shop,” O’Kenny’s Craft Spirits, accessed May 7, 2020, www.okenny.ca/shop; “Silver Fox Distillery,” Facebook, accessed May 7, 2020, www.facebook.com/silverfoxdistillery; “Products,” Top Shelf Distillers, accessed May 7, 2020, https://topshelfdistillers.com/collections/all; “Shop,” Willibald Farm Distillery, accessed May 7, 2020, https://drinkwillibald.com/collections; “Shop,” Wolfhead Distillery, accessed May 7, 2020, https://drinkwolfhead.com/shop.

1. “Home,” Kinsip House of Fine Spirits, accessed May 9, 2020, www.kinsip.ca. [↑](#footnote-ref-1)
2. A cooperage was a place where coopers (professional cask makers) made wooden casks. [↑](#footnote-ref-2)
3. “Artisan Distilleries,” Artisan Distillers Canada, accessed May 14, 2020, https://artisandistillers.ca/artisan-distilleries. [↑](#footnote-ref-3)
4. “Artisan Distillery and Product Qualifications,” Artisan Distillers Canada, 2017, accessed May 14, 2020, https://artisandistillers.ca/artisan-distillery. [↑](#footnote-ref-4)
5. “Members Directory,” Ontario Craft Distillers Association, accessed April 18, 2021, www.ontariocraftdistillers.com/members-directory. [↑](#footnote-ref-5)
6. The Liquor Control Board of Ontario listed 15 distilleries in the province as online distributors of their own products; “Ontario Craft Distillers,” Liquor Control Board of Ontario, accessed April 18, 2021, www.lcbo.com/content/lcbo/en/pages/spirits/brand-shop-ontario-craft-distillers-association.html. [↑](#footnote-ref-6)
7. “Gift Sets,” Kinsip House of Fine Spirits, accessed May 9, 2020, www.kinsip.ca/giftsets. [↑](#footnote-ref-7)
8. All currency amounts in CA$ unless otherwise specified. [↑](#footnote-ref-8)
9. Because this case focuses on artisan distilleries, the numbers listed in this section reflect only artisan distilleries that were also producing hand sanitizer. [↑](#footnote-ref-9)
10. “Guide to Local Production: WHO-Recommended Hand Rub Formulations,” World Health Organization, April 2010, accessed June 3, 2020, www.who.int/gpsc/5may/Guide\_to\_Local\_Production.pdf. [↑](#footnote-ref-10)
11. "Recall of Certain Hand Sanitizers that May Pose Health Risks (Part 1- June 17, 2020 to March 24, 2021),"

    Government of Canada, Recalls and Safety Alerts, June 17, 2020, accessed July 17, 2020, https://healthycanadians.gc.ca/recall-alert-rappel-avis/hc-sc/2020/73385a-eng.php. [↑](#footnote-ref-11)
12. Fortune Business Insights, *Beauty & Personal Care: Hand Sanitizer Market—Market Research Report*, May 2020, accessed May 19, 2020, www.fortunebusinessinsights.com/hand-sanitizer-market-102710. [↑](#footnote-ref-12)
13. “How Hand Sanitizer Sales Spike During Pandemics,” CNBC video, 5:49, posted by “CNBC Make It,” March 27, 2020, accessed May 19, 2020, www.cnbc.com/video/2020/03/27/how-hand-sanitizer-sales-spike-during-pandemics.html. [↑](#footnote-ref-13)