



Ronan Cooperative Brewery **Strategic Plan for 2025–29**

Mission Statement

The purpose of Ronan Cooperative Brewery is to maintain a brewery and taproom in Ronan, Montana as a place for the community to gather and enjoy great beer and to support a vibrant, economically thriving Main Street in Ronan. Our cooperative supports and promotes the local community, economy, agriculture and craft beer.

Facility

Five-Year Vision

We have opened up the taproom and added outdoor space, bringing the outside in and the inside out to enhance the bright, clean, and airy aesthetic of the space. Our taproom continues to be a place dedicated to engaging in conversations and enjoying a sense of camaraderie.

Three-Year Objectives

- 1) We will improve our current taproom space by:
 - Improving lighting and amenities in the taproom
 - Pursuing outdoor expansion and facility upgrades
 - Replacing and updating equipment in the taproom
 - 2) We will explore opportunities elsewhere by:
 - Continuing to survey the market for available properties
 - Specifying the criteria for deciding which opportunities to pursue
 - Positioning RCB to access the resources required to relocate
 - 3) We will engage our members and partners in the process by:
 - Articulating our vision for the facility to our members
 - Increasing our engagement with local partners and investors
 - Developing and improving mechanisms for member input
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Profitability

Five-Year Vision

We have achieved a sustainable level of profitability and are providing greater value to our members, staff, and community. We are returning patronage refunds and dividends to our members, investing in our staff, and supporting our community by contributing to local initiatives, building partnerships, and offering a shared space for events and gatherings.

Three-Year Objectives

- 1) We will increase sales to existing patrons by:
 - Increasing the variety and frequency of taproom events
 - Developing community-oriented fundraising initiatives
 - Creating brewing education and participation opportunities
 - 2) We will bring new patrons into the taproom by:
 - Improving the consistency and quality of our food offerings
 - Coordinating with partners to capture traffic from other local events
 - Developing outdoor space and visibility to attract patrons
 - 3) We are leveraging off-site sales and marketing opportunities by:
 - Using catering and distribution to build our brand visibility
 - Judiciously participating in competitions and brewfests
 - Encouraging our patrons to “treat the brewery like a bakery” by enjoying beer here and taking some to go
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Leadership

Five-Year Vision

We have a board that is committed to and representative of our membership and community. Our board culture continues to be collegial and our board members continue to bring business acumen and knowledge of the brewing industry and operations. We have added fresh perspectives and new skills to the board while remaining united around a common vision.

Three-Year Objectives

- 1) We will improve our onboarding system to:
 - Establish foundational knowledge of cooperative governance
 - Ensure that board members are versed in our bylaws, policies, and committees
 - Build an understanding of RCB’s history and its role in the community
- 2) We will facilitate board and management cross-training to:
 - Retain an understanding of how to manage our bookkeeping system
 - Build our capacity to effectively manage human resources
 - Share and sustain knowledge of the brewing industry and operations
- 3) We will create resiliency and efficiencies by:
 - Accessing outside financial management support
 - Engaging our members in event planning and facilitation
 - Establishing a dedicated role to lead marketing efforts