



## **Business Operations: Delivering Value**

*Fuller's Brewery: introduction*

### **Narrator**

Fullers is an independent family brewer and pub company. Beer has been brewed at its Chiswick site for over 350 years. The Fullers name is synonymous with good pubs and quality beers.

### **Duncan Munroe, Operations Director**

We are very much a premium product and we charge a premium in the marketplace. We believe that premium is justified in terms of the quality of the beer which is exceptional and the way that we design that quality is exceptional. And therefore we believe that we've got a unique selling point in the market in terms of our beer quality and our customer service.

### **Narrator**

Fullers makes the most of its market position by supplying its products to a wide range of pubs and other outlets.

### **Duncan Munroe**

The beauty of the vertical integrated brewery is that you really are the master/mistress of your own destiny and I think there's roughly 13 or 14% of the beer we produce here is actually sold within our 364 pubs.

### **Doug Hunter, Packaging Manager**

Historically we've been a cask brewer. 80% of our business is still cask beer but the product makes us undoubtedly changed over the last two to three years specifically and we've seen a real rise in our off-trade volumes and our export volumes. Of course the problem with that is that these are volumes that take longer for us to actually physically manufacture and as a direct result, with the product mix changing, we need to look really our whole infrastructure as a business to determine whether we can meet those volumes.

### **Narrator**

Every stage of the operation has been carefully designed to ensure the highest standards of quality and safety.

### **Duncan Munroe**

The operations functions in this brewery is on the classical lines of a brewing team who basically take the raw materials convert it into a beer, a packaging team who then put it into the package and a distribution team who then ensure that it goes to our pubs. Other distribution teams come on our site from other companies to collect their beer.

Around that are a number of support functions which includes maintenance, engineering, includes laboratory. And then outside of the operations sphere there are IT functions, the HR functions, the finance functions and they really should be working to ensure that we meet those quality and cost and service obligations that we have as an operations team.

Beer quality is defined by European brewing convention standards and so there's a consistency and methodology.

The raw materials supply, we have 5 discrete malt suppliers for instance, and we work very closely with them to ensure that the quality that we want is delivered and that there is no misunderstanding about the very high standards that we require.

### **Narrator**

Analysis and testing is an integral part of the brewing process both the process and quality control purposes and to satisfy strict health and safety regulations.

**Simon Ridgeon, QA Manager**

We operate a HACCP system which controls all the risks and the process. When it's part of the quality system as well, then you've got all the benefits that go with that.

So the ultimate responsibility in the case of passing out the beer is the lab technicians because they're the ones that are looking at the beer, at the final stage before it's packaged as well as further up the stages. If they say, yes it's ok to go into kegging or draft beer, then the laboratory tells the packaging they can go ahead and away it goes. So there is a lot of responsibility, and they need to do everything right to produce accurate results.

I think there's always financial pressures to justify having a fairly large laboratory, the equipment you use to test it and the time it takes. I think the proof's in the pudding really. We are producing the best beer in the land, so I don't think you can do that by just reassuring yourself that everything's ok without the testing.

**Duncan Munroe**

In terms of quality assurance we can get everything right here on paper but at the end of the day if the consumer does not like the appearance, does not like the smell, does not like the taste, then they will not repeat the purchase.

**Simon Ridgeon**

We have had a daily tasting panel. They look at the beers to make sure they are true to type, to make sure presentation's good in case of bright beer, to make sure it looks well and pours right etcetera.

**Duncan Munroe**

The sensory panel is key to ensuring that what we do quantitatively actually reflects what the consumer is expecting and requires. And at the end of it that's really what this job is about. To ensure that, and I use the word delight the customer, that they want to come back and sample the fare again and tell their friends and make it a habit in terms of always wanting Fullers beers.

**Narrator**

As an established company, Fullers is understandably keen to ensure that standards remain high, in order to protect the brand name.

**Duncan Munroe**

Measurement is very key to us in terms of where we are, where we're going, how much we've improved. And that's on quality, cost, are we within budget? We have customer service, so are we giving the customer what they want, when they want? We're very sensitive to what people are thinking. I think that's an important dynamic to ensuring future success.