



The Little Brewery That Could: Stories of Perseverance and Tenacity

Vermont Craft Brewers Conference 2024

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Hi! I'm Audra. I've been working in craft beverage since 2009.



- Live in Asheville, NC
- BA in Accounting & Business Management, Loras College (1997)
- MBA in Global Business Admin, University of North Carolina at Chapel Hill (Kenan Flagler Business School) (2008)
- 1997-2009 Public Accounting, Small Businesses, Not for Profits, Caterpillar Accounting and Pricing Manager
- 2009-2010 Dogfish Head Controller
- 2011-2014 Mother Earth Brewing CFO
- 2013-today Brewed For Her Ledger Owner
- 2016-2020 Bhramari Brewing Company CEO
- 2022-2023 Head of Finance for Crooked Stave
- 2023-today Head of Finance for Burlington Beer Co
- Teach through University of Vermont, Brew Your Own, State Guild Conferences
- Write for The New Brewer and Brew Your Own
- Brewers Association Finance Committee Co-Chair, Board Member At-Large

01

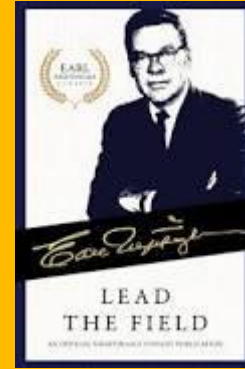


The evolution of the perception and role of
finance in craft beer



What has changed between 2011 and 2024?

Finding inspiration in unexpected places



CLEARLY DEFINED GOALS

Where are you heading in 2025?






02

Success stories

Embracing change both personally
and professionally





03

Find your skeleton key

Benchmark as planning for 2025 is underway



The debt service coverage ratio

What is it?

Calculated as:
 $\text{EBITDA} / \text{Debt Service}$
(principal and interest for
12 months)

EBITDA: net operating
income

Why does it matter?

This is a measure of
leverage. It shows what
one can afford to take on
in addition to the current
debt load without
compromising day-to-day
operations.

Target is 1.2 or higher for
banks and investors to
view you as financially
healthy.

What are the steps?

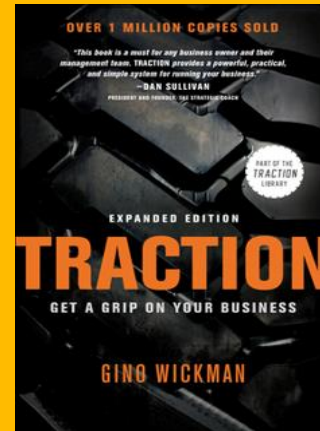
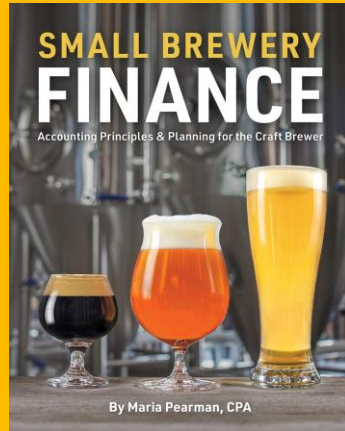
Create a debt schedule for 12
months from each loan
sitting on your balance
sheet.

Sum the total of 12 months of
all your debt service
payments and multiply
that annualized sum by
1.2 for your target EBITDA
for the upcoming year
when creating
projections.



Other helpful resources

Invest in elevating your team's financial literacy





Thanks!

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