

Adnams is a mid-sized brewing and distilling business based in Southwold in Suffolk, UK with a turnover in 2017 of about £75m (Figure 1). Adnams also owns and operates hotels, pubs and retail outlets mostly in and around Suffolk and Norfolk. Roughly 558 people work at Adnams and there are about 1,500 shareholders. Andy

Wood joined the company in 1994 with responsibility for developing customer service and supply chain operations. He joined the Board in 2000 with the additional responsibility of sales, marketing and the wine business, became Managing Director in 2006 and Chief Executive in 2010. At an interview in 2018 he said: 'Our business has changed profoundly since 2002, when UK beer duty legislation favoured microbrewers. Before this happened there might have been 350 microbreweries in the UK, now there are 2000. We are the "squeezed middle" between a market fragmented among thousands of small companies and consolidating global players. The financial crisis of 2007/8 has changed business fundamentally, as has the internet and changing consumer tastes. People are drinking less alcohol. Especially Millennials who are more concerned about health and if they are drinking, along with others they are switching their drinking from the pub to home. It feels like we are faced with a rubik cube – we can find ways to grow our revenues but the squeeze on profits is relentless.'

Against this backdrop, what are the future prospects of a local company like Adnams? Suffolk connections 'If you took the brewery out of Southwold you would rip its heart out.'¹ Southwold and Beer have lived together for the past 650 years. Beer was sold from the site of the current Swan Hotel in Southwold from 1345 using hops grown locally to brew the beer. The Sole Bay Brewery was moved a short distance away from The Swan in 1660 and has stood on the same site in Southwold for 450 years. In 1872, both the brewery and hotel were bought by the Adnams family and one of the Adnams brothers established the

Adnams Case Study Overcoming The Poor Performance Of The Recess

Raffaela Di Napoli



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