

# EXPORT PLAN

INTERNATIONAL  
BOARDROOM  
*INTERNATIONAL CREATIVE  
BUSINESS*

## ICB-2B

INHOLLAND  
UNIVERSITY OF  
APPLIED SIENCE  
THE HAGUE

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## Appendix 1 - CSR in Ireland

The government is aware of the potential contribution CSR can make to Ireland's economic revival. Businesses that go above and beyond the requirements of the law have a positive influence on the local and larger communities in which they operate. They can help put the nation in a position where it is more favorable for both living and doing business (Bruton T.D., 2014).

The government committed to publishing a National Plan on Corporate Social Responsibility as part of its 2013 Action Plan for Jobs, emphasizing the part businesses can play in promoting jobs and local communities. By releasing this first National Plan on CSR, Ireland hopes to become a CSR leader and exemplar while also promoting and expanding CSR in the country. They understand how important sustainable business practices are for promoting social cohesion, creating jobs, and safeguarding the environment. The government's role as an advocate for raising awareness is crucial in regards to CSR (Bruton T.D., 2014).

They have formed partnerships with the top organisations in this field to advance corporate social responsibility. In addition, the government has demonstrated leadership by promoting CSR best practices in the public sector. Their thesis is clear: corporate social responsibility benefits both the community and business. They collaborated with the business community and local communities to establish a favourable corporate social responsibility atmosphere that can distinguish them as an appealing location for conducting business (Bruton T.D., 2014).

## Appendix 2 - CSR Models

Several models were assessed in the process of finding the best CSR model for Moersleutel. However, none performed as well as the Carroll Pyramid. We chose the Carroll Pyramid as the preferred CSR model for Moersleutel due to its comprehensiveness—it covers philanthropic, legal, ethical, and economic aspects. The model also acknowledges various impacts of stakeholders. Below is a list of every model that we took into consideration:

### Intersecting Circle (IC) CSR model

The intersecting circles model does not distinguish between the importance of moral, legal, or economic responsibilities. Therefore, the scope of responsibilities can be seen as three distinct paths that, when combined, result in total corporate social responsibility (Kanji & Agrawa, 2016).

**JUSTIFICATION:** The IC model encompasses all potential CSR domains, making it able to portray a clear picture of the interactions between the various domains (Walia & Chetty, 2023). The notion that CSR is just a collection of unrelated, externally connected topics is also contested by this model. Rather, it implies that different roles engage in dynamic interactions with each other (Walia & Chetty, 2023). Moreover, it appears that the IC model can be applied to create CSR profiles for various organisations, stakeholders, sectors, and countries. This model is flexible in that it can be interpreted to suit the needs of the user, which is another benefit. The CSR initiatives of Mersleutel are appealing to this model. Ireland's CSR policies are quite ambitious. Government intervention, rather than solely business decisions, has a significant impact on how businesses in Ireland, particularly larger ones, operate and manage Corporate Social Responsibility (Enterprise Ireland, n.d.). Moersleutel lacks CSR initiatives across all areas (S. Lor, 2024). According to Kanji and Agrawal's (2016) justification of the IC model, Zomerdijk can be linked to the establishment of corporate social responsibility (CSR) profiles for various Irish entities. Consequently, Chapter 3 recommends this model for CSR.

### Milton Friedman Model

The New York Times published an essay by American economist Milton Friedman in 1970 titled "A Friedman Doctrine: The Corporate Social Responsibility of Business is to Increase Its Profits." According to Milton Friedman's model, a company's main responsibility is to maximise profits and increase shareholder returns. Friedman argues that a company cannot be forced to engage in social responsibility initiatives unless its shareholders approve of it. The shareholder theory is the term used to describe this viewpoint (Treasure, 2021).

**Justification:** Milton Friedman has had a huge influence. It was dubbed "the biggest idea in business" in 2016. Moreover, Milton Friedman's model, according to Harvard Business School

professors Joseph L. Bower and Lynn S. Paine, influenced a set of behaviours by numerous actors on a variety of subjects, including corporate accountability, shareholder entitlements, executive compensation, performance evaluation, and director responsibilities (Treasure, 2021). Nevertheless, Thomas Carson asserted that Friedman's theory of CSR held a significant and indispensable position. According to him (Carlson, 1993), Friedman is the first to articulate the concepts of CAPITALISM and FREEDOM. The theory itself appears to be as divisive now as it was fifty years ago. According to Benjamin Curry and Taylor Tepper, there are two main camps that support different interpretations of Friedman's ideas. The first group calls for a more expansive "social responsibility" of businesses, while the other maintains that a company's primary social goal is profit generation and that other societal goals should be addressed through political means. Whether or not investors genuinely believe in the wider social goals of business, the rise of corporate social responsibility (CSR) approaches to business and investment has redirected the priorities of corporate leadership and many investors (Tepper, 2020). Furthermore, according to Thomas S. Coleman, Milton's theory highlights the fact that maximising profits with no regard for social responsibility is more likely to result in social good than the opposite (Merrick, 2021). Due to the polarizing reviews and opinions this model won't be used.

## Ackerman model

In 1976, Robert Bauer and Robert Ackerman created a model. The internal policy goals and their connection to CSR have been highlighted by the model. The four essential steps that lead to the evaluation of the social performance audit phase are outlined in this model (Kanji & Agrawa, 2016). The four phases are split up as follows: The selection of the project for social delivery signifies the start of stage 1. In stage two, a concerted effort is made to fully investigate the problem by hiring specialists and soliciting their recommendations for bringing it online. The project's third stage is crucial since it involves both operation and public disclosure. The evaluation phase, or Stage 4 comes last (Kanji & Agrawa, 2016).

**Justification:** The conceptualization of the institutionalisation of corporate social responsibility (CSR) was studied by Ackerman and Bauer, and their findings are still applicable today (Valiorgue, 2011). Brancoit highlights how important it is to remember that Ackerman and Bauer were involved in a study on corporate social responsibility (Castelo, 2013). But this model's complexity makes it unfit for measuring Moersleutels CSR initiatives. Consequently, it is not advised to use Ackerman's Model for CSR in chapter 3 that follows.

## Appendix 3 - PPP Model Application

### People

All potential stakeholders are included in the "people" aspect. This includes the company's clients, employees, investors, affected local communities, and people at every stage of the supply chain. It even includes potential effects on future generations that the company's actions may have. The "people, planet, and profit" theory states that a business must ensure that all parties affected by it will benefit (Grand Canyon University, 2021).

#### Moersleutel Brewery's stakeholders and their treatment:

Emails and meetings are used to keep each country's individual importers informed. Typically, a single importer per nation guarantees complete focus and communication (Lor. S., 2024). Regular updates are sent to staff members via Teams, email, and meetings. To keep everyone informed, there are monthly gatherings where presentations are made. Employees also receive training and courses as needed. Additionally, they monitor KPIs both personally and as a team (Lor. S., 2024).

Moersleutel also collaborates with nearby businesses that hire disabled workers to repackage. They receive fair wages and are not exploited (Lor. S., 2024).

#### Partners:

Moersleutel Brewery has one partner who is an importer in each country. They receive regular updates through meetings and emails (Lor. S., 2024).

#### **Planet**

Through their diverse operations, which encompass anything from utilising their supply chain to constructing new facilities, corporations have a substantial effect on the environment. Elkington contends that an organization's commitment to ecologically responsible procedures and guidelines enhances its financial success (Grand Canyon University, 2021). Moersleutel isn't currently taking any action to guarantee sustainability, offset carbon emissions, or guarantee packaging, delivery, and production that is ecologically friendly (Lor. S., 2024). Prioritising process optimisation is their first goal (Lor. S., 2024).

#### **Profit**

It is intended to encompass all of a company's impacts on the local, national, and global economies—both favourable and unfavourable (Grand Canyon University, 2021). Moersleutel puts its earnings back into expanding the brewery. Employee salaries rise as a result of profits. Since the client is still a niche product, they currently have little influence over national, regional, or global economies (Lor. S., 2024).

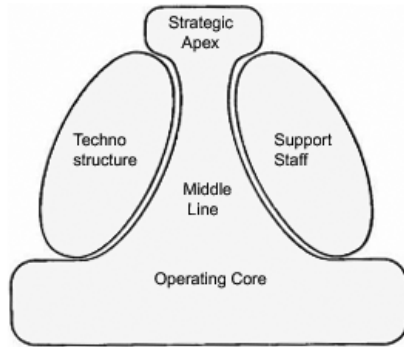
## Appendix 4 - Transformational Leadership

Transformational leadership is crucial for managers aiming to drive organizational success, as it effectively enhances both individual and group performance. By adopting the four I's—idealized influence, inspirational motivation, intellectual stimulation, and individual consideration (Farnsworth, n.d.)—managers can inspire and motivate their associates, fostering innovation and collaboration. This approach not only transforms employees but also leads to better organizational outcomes. Teaching and implementing transformational leadership strategies place organizations ahead of their competition, making it a valuable practice for effective management (Regent University, 2023).

# Appendix 5 - Structure

## Image 5

*Mitziberg Organizational Model.*



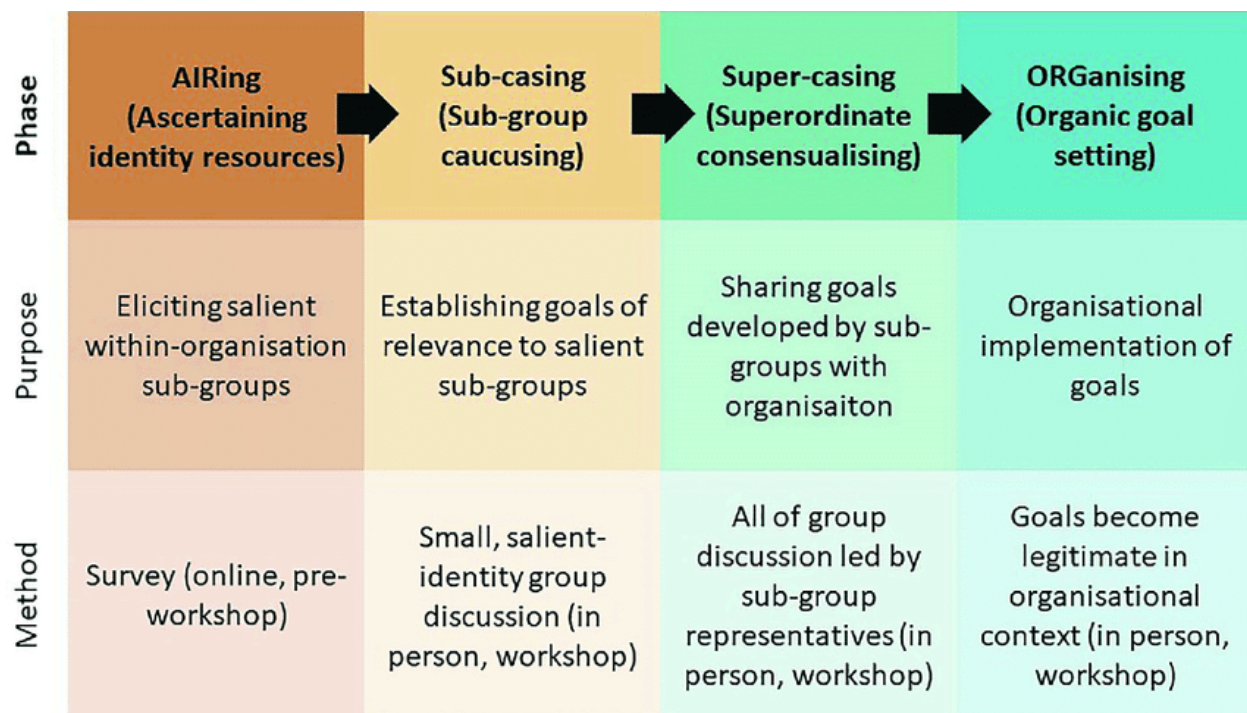
(ACCA, 2024).

## Appendix 6 - Staff

The foundation of ASPIRe is the understanding that behaviour, motivation, and communication in the workplace are all influenced by one's involvement of important and valued social groups, or social identities, which together constitute the unique characteristics of the organisation. Its overall goal is to improve (Kramer, 2016):

- Effectiveness of communication
- Pro-social, ethical business conduct (e.g., unpaid overtime, settling in new employees).
- the harmony and collaboration among group members, the alignment of personal, subgroup, and organisational objectives.
- a sense of belonging to the organisation that maximises adaptability, diversity, creativity, and innovation.

**Figure 1**  
*ASPIRe model.*



(Kramer, 2016).



## Appendix 7 - Product

Craft beers from Moersleutel Brewery are available in a variety of flavours and attributes. The brewery's primary goal is to produce inventive, premium beers that satisfy a wide range of consumer tastes (Client Briefing, 2024). They provide nine different types and 33 distinct flavours to meet changing customer demands. Furthermore, they sell items under their own brand, ranging from beanies and mugs to t-shirts and sweaters (Moersleutel, 2024).

Due to local conditions and changing customer preferences, the Irish beer market has grown significantly in recent years. Because they want distinctive flavours, premium ingredients, and healthier options like non-alcoholic and low-alcohol beers, Irish consumers are selecting craft beers and premium brands over traditional mass-produced ones. Thus, while exporting to Ireland, Moersleutel should concentrate on their cutting-edge low-alcohol options.

As they are exporting a company's current products (Moersleutel craft beer) into an established market (the Irish brewing business), Ansoff Matrix suggests using the market penetration strategy. This typically occurs without trying to target new customer categories or expand the meaning of the brand.

This strategy is the most advantageous for Moersleutel since it reduces the amount of work required to investigate new markets, create modified products, or make production investments. Nevertheless, it has some drawbacks. When Moersleutel's products enter a highly saturated market, like the Irish brewing sector, they may not become instantly well-known and may even be less popular than local varieties. Although the market penetration method saves money and time, Moersleutel must also employ other strategies to lessen the disadvantages (Jones, 2024). These tactics support companies in gaining a competitive edge, increasing brand awareness, and growing their clientele in international markets. The following are some essential tactics for breaking into foreign markets:

**Local Partnerships and Alliances:** Forming partnerships with local partners is highly beneficial when entering new markets. Local partners provide established networks, cultural insights, and market experience, easing market entry. Collaborating with agents, distributors, or local companies with related products enhances brand visibility, market penetration, and compliance with local regulations. (International Trade Council, 2023).

**Localization of Products:** Localisation is the process of adapting products to satisfy local preferences, cultural nuances, and legal requirements. This include making modifications to the branding, packaging, marketing strategies, and product features (Pokorny, 2024). Through communicating in the target market's language and demonstrating a knowledge of regional traditions, businesses can increase consumer loyalty and trust (International Trade Council, 2023). Moersleutel could use typical Irish colours and symbols like (the colour white, orange, and green, shamrock plant, and Leprechaun a folkloric creature) on their products and packing.

## Appendix 8 - Promotion

The competitive pricing of Moersleutel Brewery's craft beers in the Dutch market, which range from 3,99 to 8,99 euros, is a reflection of their superior quality (Client Briefing, 2024). But, they must maintain their competitiveness in the market to guarantee a safe entry while exporting to the Irish brewing sector. In the extremely competitive Irish beer business, Moersleutel can expand quickly with the use of tactics like penetration pricing.

One of the main objectives of penetration pricing is to persuade consumers of comparable goods and services to switch to Moersleutel's craft beer. Moersleutel was able to secure a stable entrance during its initial offering by providing a price that was lower than that of the average competitor in the Irish brewing market. By offering a lower price, Moersleutel is able to gain market share and lure clients away from regional rivals. In order to gain market share and persuade consumers to try a new product, price penetration strategies aim to retain their new clients after prices return to average (Kenton, 2023).

Penetration pricing also seeks to stand out in competitive marketplaces, especially when exporting abroad, by offering products at low prices, fostering brand loyalty, and drawing people in quickly. Its benefits include building a base of devoted customers who stick with you even when prices go up, getting a foothold in the market that keeps out new competitors, generating high inventory turnover due to increased demand, and providing a simple means of setting yourself apart from other market players (American Express, 2023).

As previously noted, the average cost of an imported beer in Ireland has climbed over the past several years to beyond 6 euros per beverage (Weston, 2023), whereas the costs of Moersleutel's craft beer range from 3,99 to 8,99 euros per beverage (Moersleutel, 2024). Statista projects that typical beer costs will rise by up to 8 euros per beverage by 2028 (Statista, 2024). This presents Moersleutel with a chance to enter the market without compromising their premium rates. As they expand their client base and begin raising their prices in the Irish brewing industry, this gives them a competitive edge in the Irish market and could prove to be a wise investment down the road.

# Appendix 9 - Promotion

## Promotion Plan and Schedule:

- **Week 1-2: Visual Content Showcase and Instagram Poll**

Share visually appealing content about the e-learning programs. Conduct a LinkedIn poll to gather insights on the audience's interest in visual thinking.

- **Week 3-4: Sponsored Content and Client Success Stories**

Launch sponsored content campaigns, emphasising the benefits of visual thinking education. Share success stories of businesses that have successfully implemented visual thinking skills.

- **Week 5-6: Personalised Invitations and Live Q&A Sessions**

Personally invite connections to explore Buro BRAND's e-learning. Host live Q&A sessions to engage with potential participants and address their queries.

- **Week 7-8: Reels on Meta and Continued Promotion**

Publish articles discussing visual thinking trends on LinkedIn. Continue promoting the e-learning programs with a focus on their alignment with the identified trends.

## Cost:

Moersleutel is considered an existing advertiser, so the daily budget falls within the range of 50 € to 100 € per campaign (*Defazio, 2024*).

## Calculation:

### Week 1-2: Visual Content Showcase and instagram Poll

- Duration: 2 weeks
- Daily Budget: 50€ - 100€
- Estimated Cost:  $(50€ + 100€) / 2 * 14 \text{ days} = 1,050€$

### Week 3-4: Sponsored Content and Client Success Stories

- Duration: 2 weeks
- Daily Budget: 50€ - 100€
- Estimated Cost:  $(50€ + 100€) / 2 * 14 \text{ days} = 1,050€$

### Week 5-6: Personalised Invitations and Live Q&A Sessions

- Duration: 2 weeks
- Daily Budget: 50€ - 100€
- Estimated Cost:  $(50€ + 100€) / 2 * 14 \text{ days} = 1,050€$

### Week 7-8: Articles on Website and Continued Promotion

- Duration: 2 weeks

- Daily Budget: 50€ - 100€
- Estimated Cost:  $(50€ + 100€) / 2 * 14 \text{ days} = 1,050€$

**Total Estimated Cost for LinkedIn Marketing:**  $1,050€ + 1,050€ + 1,050€ + 1,050€ = 4,200€$

# Appendix 10 - Place

## **Selective distribution:**

A balance between intensive and exclusive dissemination is achieved by selective distribution. In order to conform to brand positioning, it places products in a variety of sales venues while maintaining control over particular retailers and locations (Fernando, 2024).

In order to reach their target demographic, Moersleutel employs a selective distribution strategy, concentrating on particular channels and retailers. By choosing well-known and reliable wholesalers and merchants, primarily in Ireland's major tourist destinations, such as Dublin and Galway, and then gradually expanding to lesser-known locations, such as Cork and Waterford.

## **Direct distribution:**

An organization that sells to customers directly and manages all parts of delivery in-house is in charge of a direct distribution channel. This method calls for more work and can be costly to establish, requiring hefty upfront costs for vehicles, delivery personnel, warehouses, and logistical systems. A direct path is usually less complicated, less expensive, and shorter than an indirect channel once it is created. Manufacturers may maintain more control, get rid of inefficiencies, launch new services, and set prices by overseeing the entire distribution process (Ross, 2024). By using social media and their website as their main avenues of distribution, Moersleutel could sell their items directly to consumers and promote them through e-commerce. Additionally Moersleutel's ability to ship worldwide from the Netherlands allows Irish customers direct access to the offered products, ensuring a seamless online experience.

## **Three- Step Model:**

The three-step approach, which includes a manufacturer, wholesaler, and retailer before a product is delivered to a customer, is the longest distribution route. A manufacturer that uses the three-step approach first markets its goods to distributors. The wholesaler can then sell the goods to a shop. Finally, the store sells the thing to a consumer.

Every business in the concept receives a portion of the product's sales proceeds. Furthermore, the producer typically pays the wholesaler to find a buyer for the product, while the retailer typically bears the additional costs of marketing and product delivery to customers. It is advisable for Moersleutel to sell their products to a wholesaler rather than a store because of laws pertaining to the export and commerce of alcohol. After receiving the shipment, the wholesaler eventually sells it to a retailer, who then stocks and distributes the beer. Among the potential business models for the beer retailer are a restaurant, grocery store, and lodging (Indeed Editorial Team, 2023).

## **Distribution intermediaries:**

### **Wholesalers:**

A wholesaler's purchase of goods in large quantities from a manufacturer and subsequent selling of those goods to retailers is referred to as a wholesale distribution channel. This is often a wise way to get products for less money because of the huge order you place. Wholesalers typically handle the distribution and storage of products as well as acting as a go-between for the manufacturer and the retailer that sells them (Jehanne, 2024). They rarely interact directly with customers. Among the well-known Irish wholesalers to whom Moesleutel can export is Musgrave MarketPlace (Aeroleads, n.d.).

**Retailers:**

An item frequently ends up in a retail distributor before a customer buys it. Retailers can purchase their goods directly from manufacturers or through wholesalers, and they mark up the price of each item to make a profit. Retailers are traditionally associated with physical storefronts, such as supermarkets or department stores, but with the development of technology, they can also be found as phone order companies, online websites, or catalog companies (Grayson, Kotler, Hibbard, n.d.). In the end, Moersleutel might decide to export to well-known Irish stores like Spar or regional ones like Dunnes Stores and Tesco Ireland (McHugh, 2024).

## Appendix 10 - People & Resources

Moersleutel has a thorough marketing plan, and it will take a committed staff with specialized knowledge and abilities to carry it out successfully. The following experts are suggested for improved integration:

Regarding Marketing via Social Media (META Platforms: Facebook, Instagram, Threads):

**Social Media Manager:** Responsible for planning, implementing, and monitoring the social media strategy.

**Content Creator:** To produce visually appealing content aligning with the brand and campaign goals.

**Digital Marketing Specialist:** Focused on optimising the digital promotion campaign, considering target audience engagement and AIDA model principles.

**(Optional) Local Content Curator:** If opted, responsible for tailoring content to the local Irish Audience.

For Financial Aspect (Social Media Marketing Campaign):

**Accounting Professional:** Oversees financial aspects, ensuring the campaign stays within the allocated budget. Manages the daily budget allocation for the META marketing campaign.

For Schedule Management:

**Campaign Scheduler:** Plans and schedules advertisements according to the identified peak hours.

**Calendar Manager:** Ensures consistency in posting schedules and monitors campaign timelines. For Freemium Program Implementation:

**Marketing Strategist:** Develops and oversees the implementation of the freemium program.

**Content Creator:** Produces promotional content for teaser posts, official launch, ongoing promotion, and premium upgrade offer.

**Evaluation Team:** Reviews the campaign's performance and provides insights for adjustments.

