

EXPORT PLAN

INTERNATIONAL
BOARDROOM
*INTERNATIONAL CREATIVE
BUSINESS*

ICB-2B

INHOLLAND
UNIVERSITY OF
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THE HAGUE

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Executive Summary

Expanding into the Irish market offers Moersleutel Brewery a strategic opportunity to grow its market presence and increase revenue with premium craft beer offerings. To achieve this goal, we need a well-crafted business plan, operational plan, and marketing strategy tailored to Irish preferences and market dynamics. The objective is to have a successful product launch that will drive revenue growth and enhance brand influence.

At the core of this initiative is the important question: "How can Moersleutel Brewery effectively export premium craft beer to Ireland?" Supporting questions delve into business strategy, operational adjustments, and marketing tactics, collectively informing a comprehensive approach. The chosen strategy focuses on product development and differentiation, ensuring that Moersleutel's beers not only appeal to local tastes but also carve out a distinct niche in the market.

Drawing insights from frameworks like the Ansoff Model and Porter's Generic Strategies, the market entry strategy emphasizes differentiation and quality to strengthen the brand identity and cultivate a loyal customer base. Adopting a direct sales model, with a focus on bars and pubs, takes advantage of Ireland's vibrant pub culture to increase brand visibility and foster customer loyalty, thus maximizing operational efficiency. This strategy positions Moersleutel for success in the competitive Irish craft beer market.

The strategic expansion into Ireland presents Zomerdijk Brewery with opportunities for growth and brand enhancement. By entering Ireland, the brewery aims to diversify beyond the Dutch and other markets it currently serves, tapping into a broader audience of craft beer enthusiasts. This strategic move not only promises revenue growth but also solidifies Zomerdijk's global competitive position.

Entering the Irish market not only strengthens Zomerdijk's international brand presence but also enriches consumer experiences. Essentially, Zomerdijk's entry into Ireland signifies a path towards sustained growth, cross-cultural exchange, and industry leadership in the global craft beer sector.

Furthermore, the plan for Zomerdijk's commitment to Corporate Social Responsibility (CSR) aligns with Ireland's evolving CSR landscape, positioning the company as a responsible and sustainable business. Following Carroll's Pyramid model ensures that Zomerdijk Brewery fulfils economic, legal, ethical, and philanthropic responsibilities, enhancing its reputation and societal impact.

In developing an operational blueprint for Moersleutel's expansion into Ireland, a thorough evaluation of internal organizational aspects is essential. This includes examining strategy, structure, systems, staff dynamics, shared values, corporate social responsibility initiatives, and

legal compliance. Internally, adjusting to Irish work culture, emphasizing flat hierarchies and inclusive decision-making processes, is recommended. Strategically, maintaining the current organizational structure is proposed, with communication styles adapted to Irish norms.

From a systematic perspective, a cost-effective shipping strategy combining road transport and sea freight is suggested initially, with plans to establish a local distribution network later on. Staffing recommendations include hiring a local brand ambassador to facilitate community integration and networking, with an emphasis on inclusive recruitment and supportive management practices. CSR strategies mirror Ireland's standards, encompassing workplace, environmental, community, and marketplace dimensions.

Adhering to legal requirements, including tax considerations, corporation tax rates, excise duties, alcohol licensing, labelling regulations, advertising standards, and GDPR compliance, is crucial. A thorough understanding of Irish labour and tax laws, including employment contracts, minimum wage laws, health and safety standards, and discrimination prevention, is essential for regulatory compliance.

Moersleutel's marketing strategy for exporting craft beer to Ireland encompasses comprehensive objectives and tailored strategies. By leveraging the 7Ps marketing mix, the focus is on achieving market penetration and enhancing brand visibility through targeted campaigns, competitive pricing, strategic distribution channels, and impactful promotional efforts, including social media engagement and collaborations with local influencers. A commitment to continuous improvement and enhancing customer experience ensures lasting brand loyalty.

Navigating the legal landscape poses a multifaceted challenge for Moersleutel, covering advertising standards, online regulations, in-person promotions, broadcast and print advertising norms, health warnings, consumer protection laws, product requirements, and GDPR compliance mandates. Effective compliance with these frameworks not only ensures legal adherence but also fosters trust and establishes a robust operational framework. From ethically responsible advertising to stringent product quality and data protection measures, regulatory compliance is essential for successful market entry and sustained operations.

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Introduction

Problem Statement

Moersleutel Brewery must expand its market presence and revenue streams by entering a new market with its existing premium craft beer offers. The company faces the challenge of effectively marketing, establishing its presence and selling beer in a highly saturated market in Ireland, despite being an innovator in other established markets (Pecha Kucha briefing, 2024). To successfully transition into Ireland's market it's important to understand local culture, dynamics, preferences. The main task at hand is developing a business plan, operational schedule, and marketing approach that is ideal for exporting premium craft beer to the Irish market. To ensure a smooth market entry without sacrificing the quality and consistency of its products, Moersleutel must match its current offerings with the unique requirements and preferences of the Irish audience. The main goal is to successfully launch these beers, increasing income sources and the company's influence in the Irish market. It's vital to take into account many factors that affect market entry when tackling this challenge, including the competitive landscape, the regulatory environment, technological adaptation, and possible partnerships with local entities. With the full picture provided by this in-depth problem analysis, Moersleutel can create a successful strategy for establishing and growing itself in the Irish market.

Central and Sub-questions

To successfully establish Moersleutel's market share in the saturated Irish beer scene, a central question and sub-questions have been developed. The development and strategic planning for their entry into the Irish market, which includes a business strategy, customised operations, and a customised marketing plan, are made easier by this methodical approach. The purpose of this analysis is to provide Moersleutel Brewery with strategic insights and practical recommendations for a successful entry into the Irish market.

Central question:

How can Moersleutel Brewery effectively export premium craft beer to Ireland?

Moersleutel's success depends on their ability to effectively market and sell their beer in Ireland. It's important because it enables them to adjust their strategy to take into account local preferences, competition, laws, and thus increasing the likelihood that they will successfully join and succeed in the Irish market (Dawar & Frost, 1999). This question is appropriate since it has an immediate impact on Moersleutel's ability to adjust their marketing plan to fit the particular needs of the Danish market, guaranteeing a successful launch and continued growth.

Sub-questions:

1. What is Moersleutel's **business strategy** for exporting premium craft beer to Ireland?

It is essential to understand the business strategy because it establishes the foundation for the company's approach to entering a new market and coordinates goals with the demands of the Irish market (Porter, 2023).

2. What tailored **operational plan** can Moersleutel create for Ireland?

According to Lotfi et al. (2023), the operational plan designed specifically for Ireland takes into account logistical, distribution, and supply chain elements, guaranteeing compliance with regional laws, infrastructure, and market requirements. This makes it possible for Moersleutel to effectively adjust to Ireland's particular needs in terms of product delivery, customer support, and business operations.

3. How can Moersleutel optimise its **marketing plan** for exporting premium craft beer to Ireland?

To effectively position Moersleutel's craft beer in the Irish market, marketing plan must be optimised. This involves customising branding, promotional activities, and communication to align with local values and preferences (White, 2023).

To successfully launch Moersleutel's premium beer in the Irish market, carefully considered sub-questions have been created. The important topics covered by this research reach beyond a straightforward export operation and include a thorough, well-considered strategic plan. By taking these factors into account, Moersleutel can create campaigns that are both captivating and effective in reaching the Irish audience. This allows them to align their business strategy, operations, and marketing with the unique needs and qualities of the Irish landscape.

Business Plan and Strategy

When choosing the right country for export for craft beer Moersleutel, many criteria were taken into the consideration. We selected criteria like high of gdp per capita, moderate craft beer competition, historical beer culture, moderate excise tax and many more. Based on this criteria we had to choose only one country that would fit the best and could be really profitable for the client to export to. Ones that didn't make the cut were: Lithuania, Brazil, South Africa and Austria. Finally, the country we have chosen was Ireland, Based on the moderate competition, historical importance of a beer as part of a culture and high spending power with high gdp per capita (organisational report, 2024).

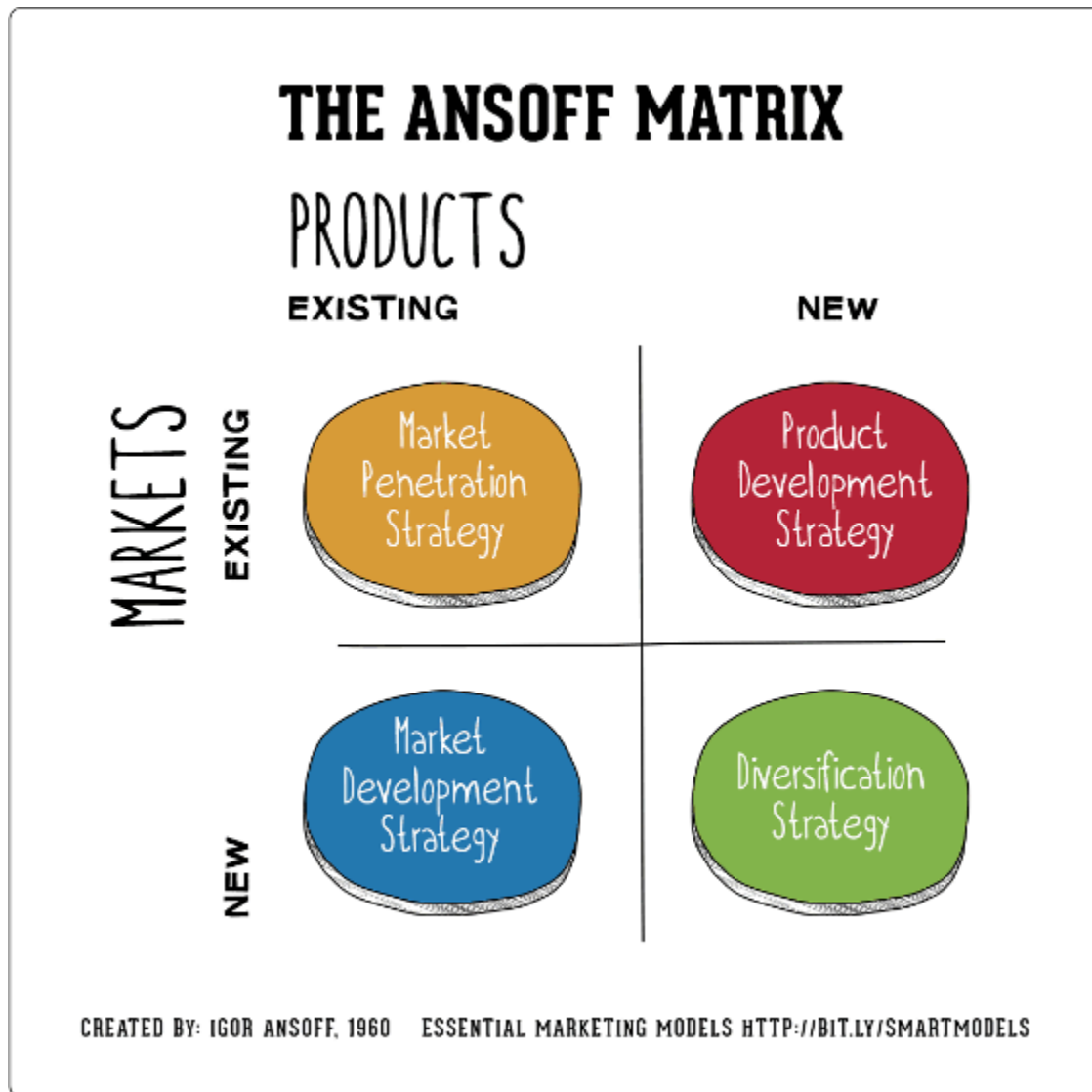
Strategy selection

Unlike a business plan, which primarily focuses on outlining the financial and operational aspects of a company, a strategic plan is centred around defining the organisation's objectives and mapping out the necessary steps to achieve them (BDC.ca, 2023). Success hinges on leaders refining their abilities and establishing precise business objectives through the development of a strategy that generates value for all stakeholders, including the firm, customers, suppliers, and employees (Boyles, 2022). Here's a breakdown of 2 strategies that we have chosen:

The Ansoff Model evaluates growth strategies based on existing or new products and markets, categorising them into four boxes: Market Penetration, Market Development, Product Development, and Diversification. Market Penetration involves selling more existing products in familiar markets, Market Development focuses on entering new markets with existing products, Product Development entails introducing new products to existing markets, and Diversification involves entering entirely new markets with new products (Peterdy, 2023). For Moersleutel brewery looking to export its products, the model can help in assessing the feasibility and potential risks of entering new international markets (Triccamccarthy, 2024).

Image 1

The Ansoff Matrix.



(Hanlon, 2021).

Market penetration: focus on increasing distribution to more pubs, bars, and restaurants across Ireland. Additionally, launching targeted promotional campaigns and offering special deals can incentivize repeat purchases from existing customers (Kunisawa, 2022).

Collaborating with local Irish businesses for joint marketing efforts can also enhance brand visibility while widening the clientele and building a good reputation of the brand (Kenan, 2023).

Market development: expanding into new regions within Ireland where demand for craft beer is growing (Coleman, 2023). Targeting specific consumer segments, such as young professionals or craft beer enthusiasts, and participating in Irish beer festivals can help reach a wider audience (Hamilton, 2016). Partnering with Irish online retailers can extend the company's reach beyond traditional sales channels (Nicasio, 2022).

Product development: developing new beer styles or flavours tailored to Irish tastes and preferences (Li et al., 2023). Creating limited-edition seasonal beers inspired by Irish culture or holidays can generate excitement among consumers (Whistle, 2020). Introducing packaging options suitable for the Irish market and collaborating with local breweries for special edition brews can further diversify the product offerings (Li et al., 2023).

Diversification: expanding product offerings beyond traditional craft beer to include cider or non-alcoholic options (Beeson, 2024). Venturing into related markets within the Irish beverage industry, such as craft spirits or artisanal sodas, can also diversify the company's portfolio. Additionally, exploring opportunities for merchandise sales and considering vertical integration by opening a taproom or brewpub in Ireland can enhance brand visibility and customer engagement (Williams, 2024).

Product development was chosen that will let Moersleutel grow in the Irish market by introducing innovative beer varieties and flavours that will attract more customers, build a strong reputation, and stay ahead of the competition. This approach sets Moersleutel for long-term success and growth in the Irish craft beer industry.

Porter's strategy framework comprises four essential elements: cost leadership, differentiation, cost focus, and differentiation focus. Cost leadership centres on becoming the most cost-efficient producer, allowing for competitive pricing. Differentiation aims to develop distinct products or services to distinguish from competitors. Cost focus involves directing efforts towards specific market segments to minimise expenses. Differentiation focus concentrates on catering to particular customer needs with unique offerings. Each component is pivotal in shaping a company's competitive edge and market stance (Kolb, 2024). Porter's strategy is valuable for craft beer exports because it emphasises differentiation, cost leadership and focus enabling Moersleutel to carve out unique positions in international markets and stand apart from competitors (*Porter's Generic Competitive Strategies (Ways of Competing)*, n.d.).

Image 2

Porter's strategy.



(De Bruin, 2021)

Cost Leadership: Moersleutel would need to focus on optimising its production processes to reduce costs while maintaining quality. This might involve efficient brewing methods, sourcing ingredients at competitive prices, and minimising operational expenses such as packaging and transportation (*EpamSolutionsHub*, n.d.). By offering their craft beer at a competitive price point in the Irish market, they can attract price-conscious consumers and gain market share, since (McCárthaigh, 2023).

Differentiation: Focus is now on creating beer flavours or styles that appeal to Irish consumers' preferences, like stouts or red ale (McDonald, 2024). Moersleutel might use locally sourced ingredients to distinguish their products from competitors. By positioning their craft beer as distinctive and of high quality, they can capture the attention of Irish consumers seeking unique but still familiar and local tasting experiences (*PricewaterhouseCoopers*, n.d.).

Cost Focus: The aim is to target specific segments of the Irish market, such as craft beer enthusiasts, by tailoring their marketing and distribution efforts accordingly. They might prioritize establishing partnerships with local pubs, restaurants, and specialty liquor stores or work with an agent from the industry who will offer insights (*How to Use an Agent or Distributor When Exporting* - *great.gov.uk*, n.d.). By concentrating their resources on serving the needs of a particular market niche, they can build a strong brand presence and loyalty among Irish consumers (“Why Serve A Niche Market?”, 2009).

Differentiation focus: Moersleutel could emphasise qualities such as craftsmanship and exclusivity to resonate with the niche craft beer market. Additionally, they may need to organise events such as beer tasting to promote the high quality and authenticity of the product as a premium craft beer option with a genuine connection to Dutch brewing traditions. This way they can carve out a distinctive position in the competitive Irish craft beer market (*Focused Differentiation Strategy and How to Implement It?*, 2022).

Differentiation strategy was chosen as it lets Moersleutel stand out in the market, offer products that appeal to different tastes, build a high-quality brand, create loyal customers, and keep growing steadily. This approach matches the goal of making outstanding beers that consumers enjoy, and are ready to pay more for since they recognise the quality.

Models selection:

The Ansoff model offers specific market entry strategies like market development and diversification that directly align with Moersleutel's goals of entering the Irish market (Hanlon, 2021). Porter's Generic Strategies focus on gaining a competitive advantage through differentiation or focus, which suits Moersleutel's unique brewing better than Tracey and Wiersema's broad orientations (*Porter's Generic Competitive Strategies (Ways of Competing)*, n.d.). To add on Ansoff's model emphasises understanding local preferences, ensuring Moersleutel's offerings are tailored to Irish tastes, while also including risk assessment, which is crucial for navigating new market challenges.

Choosing product development and differentiation perfectly aligns with Moersleutel's goals. By focusing on developing innovative beer varieties and flavours tailored to the Irish market, Moersleutel can stand out, appeal to diverse tastes, and build a reputation for high-quality

craftsmanship (Atlassian, n.d.). This approach not only creates loyal customers but also justifies premium pricing as consumers recognize and appreciate the exceptional quality of Moersleutel's beers (Miller & Miller, 2023). Through continuous innovation and differentiation, Moersleutel sets itself up for long-term success and growth in the competitive Irish craft beer industry.

Hamel and Prahalad's

Their strategy relies heavily on leveraging core competencies for market entry. However, Moersleutel's core competency lies in crafting unique and high-quality beers, which may not directly translate to success in the Irish market (Van Vliet, 2024). The strategy's emphasis on scale and scope could also pose challenges for Moersleutel, as the brewery focuses on artisanal production methods and small-batch brewing, which may not align with rapid expansion goals. Additionally, the model might not adequately address the need to understand and adapt to local market dynamics and consumer preferences in Ireland, risking potential misalignment with Moersleutel's brand identity and market positioning (House of Control, n.d.).

BCG matrix

This strategy categorises products into four quadrants based on market share and market growth rate: stars, question marks, cash cows, and dogs (Team, 2023). However, applying this model to Moersleutel's craft beer offerings may not provide meaningful insights. Craft beer is often characterised by diverse flavours and styles, making it challenging to categorise into simplistic quadrants. Additionally, the BCG matrix may overlook factors such as brand reputation, product quality, and consumer preferences, which are crucial for success in the craft beer market (Martin, 2023).

Tracey & Wiersma

The Tracey and Wiersema model highlights three main strategic orientations: operational excellence, product leadership, and customer intimacy. However, these orientations may not suit Moersleutel's exporting to Ireland.

Operational Excellence: This prioritises efficiency, but for Moersleutel, known for artisanal brewing, it might compromise quality and brand identity. **Product Leadership:** While it focuses on innovation, it might overlook local market preferences, risking products that don't appeal to Irish consumers. **Customer Intimacy:** While it emphasises strong customer relationships, it

might not address the complexities of entering a new market like Ireland, such as cultural differences and regulatory requirements (Treacy, 2014).

In conclusion, while the Tracey and Wiersema model offers valuable strategic orientations, its application may not fully align with Moersleutel's objectives in exporting to Ireland. It's essential for Moersleutel to explore alternative strategies that better address the unique challenges and opportunities presented by the Irish craft beer market. This might involve a more nuanced and adaptable approach that considers factors beyond operational excellence, product leadership, and customer intimacy, ensuring a tailored strategy that maximises the brewery's chances of success in the new market (Comma, 2023). Porter's strategies provide the flexibility to adapt as Moersleutel learns more about the Irish market, a level of adaptability that Tracey and Wiersema's model lacks. Together, Ansoff and Porter's models offer a more structured, specific and flexible approach to entering and succeeding in the Irish market compared to the Tracey and Wiersema model (Triccamccarthy, 2023).

Revenue models

For exporting beer to Ireland, you have several revenue model options to consider. Each has its own advantages and disadvantages, so the best choice will depend on factors such as the brewery's goals, resources, and target market. Here are 5 revenue models taken into consideration:

Wholesale Model:

This involves selling large quantities of beer to distributors or retailers in Ireland at a wholesale price. The distributor or retailer then sells the beer to customers at a retail price, marking up the price to cover their costs and profit margin (Pereira, 2023). Moersleutel is currently using this model in the Netherlands, since they have their beer in the majority of the supermarket chains (Client briefing, 2024). We haven't chosen this one, as distributors might prioritise products with higher brand recognition or better-established market demand. Additionally, profit margins can be thin due to the lower wholesale price and the cost of logistics, which may not justify the investment if sales volumes are insufficient.

Online Sales Model: Selling beer directly to consumers in Ireland through an online platform can be lucrative, especially if Moersleutel has a strong brand and marketing presence. This model provides flexibility and control over pricing and customer relationships but may require investment in e-commerce infrastructure and marketing, although this model is already in use by Moersleutel, it may not be fully ready for Ireland's market (BigCommerce, 2024). Reason it might not work is that shipping beer directly from the Netherlands to Ireland would incur high

costs due to specialised packaging and customs duties. These expenses can deter customers due to the higher prices. Alternatively, renting a warehouse in Ireland to store and distribute the beer locally would require significant financial investment and additional staff, increasing operational costs. These logistical and financial challenges make the online sales model less viable without a high volume of guaranteed sales.

Subscription Model: Moersleutel could offer a subscription service where customers in Ireland sign up to receive regular deliveries of beer. This provides a predictable revenue stream and fosters customer loyalty (Fontanella, 2023). Moersleutel utilises this model in the Netherlands through which they build loyal customers (Client briefing, 2024). On the other hand, Replicating the same success in Ireland requires overcoming brand recognition challenges and convincing customers to switch from local products. The ongoing commitment to a subscription service can be a hard sell, especially if customers are not familiar with Moersleutel's beer.

Licensing Model: Moersleutel would grant an Irish brewery the rights to produce their beer locally. This partnership involves sharing the beer recipes, brewing techniques, and brand guidelines with the licensed brewery, which then produces and distributes the beer under the Moersleutel brand (Rowell, 2021). This model leverages the local brewery's existing production capabilities, distribution networks, and market knowledge. In opposition, quality control can be a significant issue, as maintaining the same brewing standards and taste consistency across different production sites is challenging. If the local brewery cannot replicate the exact taste and quality, it can damage the brand's reputation.

Direct Sales Model: With this model, Moersleutel would sell directly to bars, pubs and other establishments in Ireland. This can lead to higher profit margins since there are no middlemen, but it requires more effort in terms of sales and distribution logistics (Pereira, 2023). Moersleutel is also currently using this model in the Netherlands and also many other countries where they are exporting too (Client briefing, 2024)

Choosing **direct sales models** capitalises on existing customer bases and the nation's deep-rooted pub culture. Given the undeniable role pubs play as social hubs, they provide an ideal place to introduce Moersleutel Breweries beers to Irish beer consumers (Wahl, 2023). Furthermore, This strategy not only enhances brand recognition but also fosters customer loyalty by offering memorable experiences in a familiar setting. By bypassing middlemen, such as distributors or retailers, this approach streamlines distribution processes, ensuring greater control over inventory management, pricing, and promotional efforts, thus maximising operational efficiency (Copadis, 2022).

Value Creation

Value for Company:

1. Market Expansion and Growth:

Expanding into Ireland represents a strategic opportunity for Zomerdijk Brewery to diversify its market reach beyond the Netherlands.

Expanded Target Group: Gaining access to the Irish market allows businesses to reach a wider range of beer connoisseurs who value distinctive and premium craft brews (The Hartford, n.d.).

Potential for Revenue Growth: By entering this new market, Moersleutel will be able to boost sales and revenue sources, which will help the company grow overall (Noatum Logistics, 2022).

Market Penetration: By establishing a presence in Ireland, Zomerdijk is able to enhance its competitiveness and market relevance while solidifying its position as a global player in the craft beer industry (Thuri, 2022).

2. Brand Recognition and Reputation Building:

Establishing a presence in Ireland enhances Zomerdijk's brand visibility and reputation on a global scale.

International Credibility: Moersleutels craft beers gain credibility in the industry and with consumers when they are well-received in Ireland. This increases brand awareness and trust (The Hartford, n.d.).

Differentiation: Zomerdijk distinguishes itself from rivals by having a strong brand presence in Ireland, which positions the brewery as a pioneer in cutting-edge and high-end craft beer offerings (Zomerdijk, n.d.).

Prospective Markets: Increasing brand awareness provides avenues for future global market expansion, capitalising on the accomplishments and standing established in Ireland (Noatum Logistics, 2022).

To sum up, the strategic decision made by Zomerdijk Brewery to enter the Irish market was a critical one in terms of broadening its market reach and raising its profile globally. To increase income streams and maintain its position as the fast growing producer of premium craft beers, Zomerdijk intends to capitalise on Ireland's beer connoisseur market. In addition to indicating market penetration and heightened competition, this growth highlights Zomerdijk's dedication to quality and innovation in the craft beer sector.

Furthermore, establishing a foothold in Ireland will improve Zomerdijk's reputation and brand recognition, opening doors for potential future market expansions and worldwide growth opportunities. The favourable response to Moersleutel's craft beers in Ireland will help to build the brewery's reputation abroad and pave the way for future success and distinction in the cutthroat field of craft beer. In the end, Zomerdijk's entry into the Irish market represents a calculated move towards long-term expansion and industry leadership.

Value for Customers:

1. Access to Unique and High-Quality Products:

Irish consumers benefit from access to Zomerdijk's distinctive craft beers, enriching their drinking experiences with novel flavours and superior quality.

Wide Selection of Beers: By introducing special and excellent beers that may not always be easily accessible from nearby breweries, Zomerdijk's export gives customers more options. Additionally, selective customers looking for creative and sophisticated beer options can satisfy their preferences by having access to Moersleutels premium products (American Trading International, 2022).

Brand Engagement: Moersleutel's craft beers increase customer appreciation and enjoyment, resulting in special occasions and brand loyalty. Better drinking occasions create a bond between customers and the Moersleutel brand that promotes recurring business and positive word-of-mouth referrals (myNZTE, 2023).

2. Exploration of Global Beer Cultures:

With Zomerdijk's presence in Ireland, customers are encouraged to go beyond their local market and explore global beer cultures. Irish beer enthusiasts can expand their horizons and widen their beer preferences by learning about Dutch beer styles, flavour profiles, and brewing philosophies. This exposure fosters appreciation and understanding of other cultures, adding international influences and viewpoints to the beer scene as a whole (Gasiorek et al., 2019).

Finally, the introduction of distinctive and premium craft beers by Zomerdijk Brewery into Ireland enhances Irish drinkers' experiences by introducing them to new tastes and better goods. The launch of exceptional and unique beers that aren't often available in the area gives consumers a variety of choices, satiating picky tastes and building brand loyalty.

Furthermore, Zomerdijk's presence in Ireland promotes curiosity about other beer cultures, enabling Irish beer enthusiasts to understand Dutch brewing philosophies and beer styles. This cross-cultural interaction strengthens customer engagement and fosters a closer bond between consumers and the Moersleutel brand, which adds to the world's beer scene's diversity and depth. All things considered, Zomerdijk's entry into Ireland is a calculated step towards broadening their market penetration and promoting intercultural understanding among beer enthusiasts worldwide.

Value for Industry:

1. Diversification and Innovation:

Zomerdijk's export contributes to the diversification of craft beer offerings in Ireland, driving innovation and creativity within the industry.

Stimulating Competition and Market Differentiation: By encouraging local breweries to try new flavours and brewing methods, Zomerdijk's entry raises the standard and variety of craft beers available. Moersleutel's distinctive products help breweries stand out from one another,

which fosters healthy competition and increases customer interest and engagement (Heakal, 2023).

Industry Growth: The craft beer market is seeing a surge in consumer interest due to increased diversity and innovation, which is driving industry growth and supporting the sector's resilience and sustainability (Kramer, 2023).

2. Market Growth and Expansion:

Zomerdijk's entry into Ireland stimulates market growth by expanding the customer base and attracting new consumers to craft beers.

Increasing Consumer Awareness: Zomerdijk's presence makes Irish consumers more conscious of and appreciative of craft beers, which in turn creates a bigger and more active market (Webb, 2023).

Economic Impact: The brewing industry's job creation and economic development are bolstered by the increasing demand for craft beers, which presents chances for investment and entrepreneurship (Kramer, 2023).

Cultural Influence: Moersleutel's export influences consumer preferences and industry trends by helping to shape the development of beer culture in Ireland (Courage, 2024).

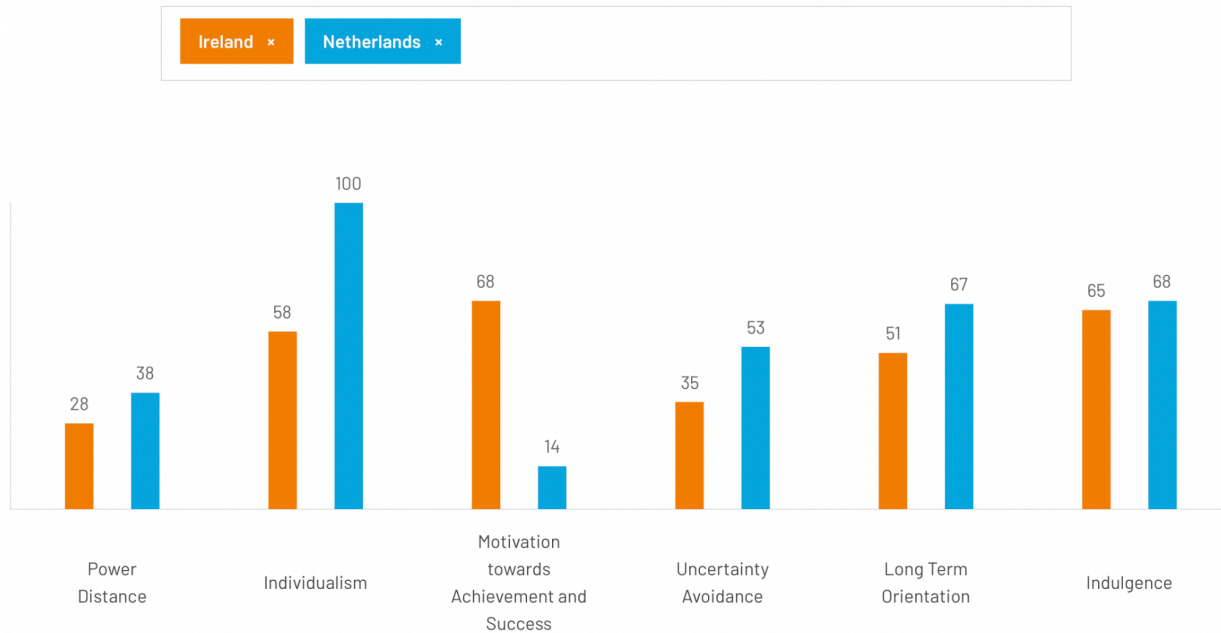
In conclusion, Zomerdijk Brewery's export to Ireland encourages competition among regional breweries and diversification and innovation in the craft beer sector. This expansion helps the brewing industry's economic growth and job creation in addition to raising consumer awareness of and appreciation for craft beers.

The introduction of Zomerdijk into Ireland propels market growth, bringing in new drinkers to craft brews and influencing the evolution of the beer culture in the area. The brewery's role in promoting industry growth and market differentiation is highlighted by this cultural and economic impact, which ultimately contributes to a more dynamic and vibrant craft beer landscape in Ireland.

Cultural Differences

Image 3

Hofstede cultural dimension's country comparison tool - Ireland and The Netherlands.



(Hofstede Insights, 2024).

Power distance:

This is how members of a hierarchical society relate to one another. A Low Power Distance culture is one that values treating everyone equally, while a High Power Distance culture values high regard to a person in authority (James Madison University, n.d.). In this aspect, Ireland scores 28 and the Netherlands 38, this means that for the Irish leadership is mostly for convenience and has minimal power. Also, they prefer a coaching leader and they expect to be consulted by managers when making decisions. Both cultures value independence, coaching leadership style, open, frequent and direct communication, approachable superiors, (Hofstede Insights, 2024). This means, when exporting to Ireland there is no need to change company hierarchy. It's important that Zomerdijk brewery practises open and direct communication with partners in Ireland, frequently checking in (Business Culture, n.d.).

Individualism:

Individualism is a political and social philosophy that places a strong emphasis on each person's moral worth (Lukes, 2024). Ireland scores 58, which makes them a relatively individualistic culture, but not as intense as the Netherlands at score 100. In Ireland employees in the business sector are expected to be self-sufficient and show initiative. In the exchange-based workplace, judgements about hiring and promotion are also made on the basis of merit or proof of abilities (Hofstede Insights, 2024). In the Netherlands, it's a loosely-knit social structure where

people are expected to look out for themselves and their immediate families only (Hofstede Insights, 2024). When doing business in Ireland, Zomerdijk should prioritise being polite, funny, and humble over arrogant remarks, conflicts, or confrontations (Tremble, 2023).

Motivation towards achievement and success:

The term "achievement motivation" in social psychology refers to the feelings that people get when they succeed or accomplish something (Indeed Editorial Team, 2024). In this aspect, Ireland scores high at 68 and the Netherlands low at 14. The Irish take great pride in their accomplishments, which serves as a foundation for decisions about employment and advancement. Individuals resolve conflicts with the intention of winning. The Dutch prioritise maintaining a healthy work-life balance. Consensus is what managers aim for, and people value quality, equality, and solidarity at work. The Dutch are renowned for lengthy debates until a consensus is reached. Conflicts are resolved through compromise and negotiation (Hofstede Insights, 2024). In order to succeed, Zomerdijk will have to be straight to the point during negotiations and work towards goals set by their Irish colleagues.

Uncertainty avoidance:

The way a culture handles doubt and anxiety is known as uncertainty avoidance. Individuals in a society typically respond in ways that are influenced by their culture (Amy, 2023). Ireland scores 35, the Netherlands 53. That means, that in Ireland creative thinking is valued, and ideas are important. Irish companies are open to innovation and are constantly seeking for fresh approaches to challenges. It is more appreciated when a point is made using real-world examples rather than overly technical language. On the other side, the Netherlands upholds strict moral and ethical standards and is intolerant of unconventional behaviour and thought. Time is money, people have an inner drive to be busy and work hard, precision and punctuality are the norm, creativity may be resisted, and security is a key component of individual motivation (Hofstede Insights, 2024). This means, Zomerdijk must be open-minded when exporting to Ireland and collaborating with partners there. They need to foster creative thinking and problem solving to succeed in adapting and thriving in Irish culture (Cherry, 2023).

Long-term orientation:

The cultivation of virtues with an eye towards future benefits—particularly persistence and thrift—is known as long-term orientation. Its opposing pole, Short Term Orientation, is dedicated to promoting values associated with the past and present, specifically honouring customs, maintaining one's dignity, and carrying out one's social duties (Hofstede, 2001, p. 359). With a high score of 67 in this dimension, the Netherlands is considered to be pragmatic. People who live in pragmatic societies tend to believe that the truth is dependent upon the context, the environment, and the course of time. They exhibit frugality, a keen desire to save and invest, the capacity to easily adapt traditions to new conditions, and persistence in achieving goals. Ireland on the other hand has a score of 51, not showing a preference for either end of the spectrum (Hofstede Insights, 2024).

Indulgence:

A society that is indulgent places a high importance on meeting people's needs and desires, while a society that is restrained values restraining one's impulses and depriving oneself of pleasures in order to conform to social norms (James Madison University, n.d.). Both Ireland and Netherlands score high on indulgences. Societies with high Indulgence scores tend to have people who are willing to give in to their desires in order to enjoy life and have fun. They are generally optimistic. They also value leisure time more, behave however they please, and spend money however they please (Hofstede Insights, 2024). This is great for Moersleutel, who's product is more expensive than competition. They should target the niche demographic of beer connoisseurs who are willing to spend more if it's better quality, intriguing product (Bradley's Off-Licence, n.d.).

Recommendations:

- **Power Distance (Low):** just like the Netherlands, Ireland has “borrel” culture, because of that Moersleutel should organise monthly office pub nights (Gordon, 2024). Managers should be casual, everyone refers to each other by first names. When making important business decisions, managers should consult subordinates and hear out their perspectives. Salary distribution should be more or less equal between top and bottom employees (Hofstede, 2011, 9).
- **Individualism (Moderate):** Moersleutel should embrace their family business values as it's important for the Irish (Family Business Network, 2022, 1). The sense of bond and culture is a must within the company, working culture has to be nurturing and positive, the Irish like to feel like they belong (Swinburne, 2019). It's important to maintain work-life balance and not contact or talk about business with employees outside of work hours (Hofstede, 2011, 11).
- **Achievement Orientation (High):** Irish people are goal motivated and competitive (Hofstede Insights, 2024). Promotions should come strictly from achievements and not seniority or other reasons (Hofstede, n.d.). Managers should be clear with what exact work objectives they need Irish employees to meet and provide them with support and monitoring their process as they are goal oriented (Commisceo Global, n.d.). A good way to do that would be organizing weekly check-in meetings and regularly communicating with subordinates (Leaders Perception, 2024). Throwing corporate parties to celebrate achievements is beneficial (Indeed Editorial Team, 2024).
- **Uncertainty Avoidance (Low):** To best adapt in Ireland, the Dutch team will have to come to terms that the Irish are okay with stress and chaos, they are a low anxiety culture, they dislike rules and rigid structure (Hofstede, 2011, 10). This means Moersleutel has to be flexible as the Irish don't mind job hopping and are in fact considering doing so in 2024 (O'Dea, 2024). Provide general mental and physical health

benefits, such as gym memberships and paying for psychological services of employees as most Irish companies do (Bourke et al., 2023). Work roles should be flexible, for example a sales person might like to collaborate or explore marketing roles (Hofstede, 2011, 10).

- **Long-Term Orientation (Balanced):** The Irish are very proud of their country so Moersleutel shouldn't critique it (Hofstede, 2011, 15). Honour regional traditions and customs while keeping an open mind to modernity and innovation in a way of doing office celebrations for Irish national holidays such as St. Patrick's day (Hofstede, 2011, 15). Zomerdijk needs to find a middle ground between upholding customs and embracing new ideas. Show determination and flexibility in accomplishing goals (Commisceo Global, n.d.).
- **Indulgence (High):** Irish value their leisure time and prefer to spend it actively, so Moersleutel should provide workers with gym or wellness memberships (Hofstede, 2011, 16). In indulgent cultures it's seen as important to be happy, have fun and be full, thus a good idea would be to do treat days (such as pie, fruit, etc) on Friday's in the office (Ehsanfar, 2019). To market its unique brand and draw in discerning customers, Zomerdijk should take advantage of Ireland's indulgent culture. Presenting the beer experience as a source of fulfilment and pleasure will appeal to the Irish appreciation of leisure and enjoyment (Hofstede, 2011, 16).

CSR Model

The phrase "corporate social responsibility" (CSR) describes the practice of holding companies accountable for the effects of their operations on society, the environment, and people. The company takes care to ensure that none of its activities have an adverse effect. Through corporate social responsibility (CSR), businesses address or mitigate issues like poverty, unfavourable working conditions, and environmental degradation (Netherlands Enterprise Agency, RVO, 2023). The target group's appeal can be raised by incorporating CSR into routine business decisions (Sons, 2022). The chosen CSR model for Ireland is Carroll's Pyramid model.

CSR in Ireland

The National Plan on Corporate Social Responsibility for Ireland from 2017 to 2020, titled "Towards Responsible Business," promotes the goal set forth in the initial plan: "Ireland will be recognised as a Centre of Excellence for responsible and sustainable business practice through the adoption and implementation of best practice in CSR in enterprises and organizations." The 17 actions in the action-oriented plan Towards Responsible Business are designed to assist companies and organizations of all sizes and in all industries in implementing responsible business practices. The plan centers on four dimensions of CSR: the community, the environment, the marketplace and the workplace (Enterprise Ireland, n.d.).

Companies operating in Ireland already comply with a significant amount of national legislation and regulation from Ireland on a variety of topics that are essential to corporate social responsibility. These include laws protecting consumers' rights, laws pertaining to employment rights, laws governing occupational health and safety, laws governing equality and human rights issues, laws pertaining to the payment of taxes and duties, and laws pertaining to related obligations related to filing returns. Certain obligations stem from Ireland's responsibilities under EU legislation or other international agreements, while others are determined by the country's goals, priorities, and local standards. Furthermore, the ISO 26000 guidance standard on social responsibility has been adopted as an Irish standard (I.S. ISO 26000) by the National Standards Authority of Ireland (Bruton T.D., 2014).

In Ireland, fewer than half of the population are aware of corporate social responsibility, having never heard of it. Despite their lack of knowledge, the majority (72%) believe it is critical to understand the socially conscious actions of the brands and companies they patronise. Additionally, over half (53%) concur that brands' and companies' socially conscious actions have affected their decision regarding purchases. Yet just slightly more than a tenth of respondents think businesses are taking CSR and sustainability seriously (Bell, 2022).

Please see appendix 1 for more on CSR in Ireland.

Discussion: At the moment, Moersleutel's CSR strategy places a strong emphasis on legal and financial obligations but falls short on ethical behaviour and charitable contributions.

Moersleutel should use the Carroll Pyramid model, which takes into account ethical, philanthropic, legal, and economic expectations, to improve its CSR strategy (Carroll, 2016).

Moersleutel's mission of incorporating ethical business practices into its operations is in line with this framework.

Although there are advantages to other CSR models, such as the IC CSR Model, Milton Friedman's Model, Ackerman Model, and PPP Model, Moersleutel's needs might not be entirely satisfied by them as they are currently doing the bare minimum (Lor, 2024) which in Ireland isn't enough (Bruton T.D., 2014). The philanthropic component of the IC CSR Model is absent, but it is still possible to match corporate goals with CSR activities (Walia & Chetty, 2020). The complexity of the Ackerman Model may make it inappropriate for evaluating Moersleutel's CSR activities (Xavier University, Bhubaneswar, 2020), and the PPP Model, while extensive, lacks charitable aspects (Boyle, 2023).

In order to benefit society, Moersleutel's CSR initiatives should put an emphasis on moral behaviour by treating stakeholders fairly and taking philanthropy into account. Moersleutel can improve its reputation, fulfil the community, and support sustainable development in Ireland by implementing the Carroll Pyramid model and concentrating on all four CSR dimensions.

Moersleutel will be able to successfully address a variety of CSR issues due to this well-rounded strategy.

For a more information about other models see appendix 2.

Carroll Pyramid Model for Moersleutel

Justification:

CSR, according to A.B. Carroll, is made up of four components: the societal expectations that organisations must meet on a constant basis in terms of economic, legal, ethical, and philanthropic aspects (Carroll, 1991). Every obligation has the potential to significantly impact a company's operations and addresses a unique impact on a different stakeholder. The financial obligations of Zomerdijk Brewery have a substantial impact on both its employees and stakeholders, as demonstrated by the Carroll Pyramid Model. In the client briefing, for instance, Pip stated that the Brewery now has to pay twice as much in taxes per hectoliter as it did previously because of new regulations regarding the taxation of alcohol (which now depend on alcohol percentages rather than sugar content) (Zomerdijk, 2024). This may affect their capacity to grow, invest, pay salaries, and so forth. Carroll's pyramid should also be used because it makes clear the duties that businesses' CSR should include, including all organisational goals, activities, and procedures, ensuring that effective CSR is carried out (MindTools, n.d.). Moreover, stakeholders can use the Carroll's Pyramid Model as a sustainable framework (Carroll, 2016).

Economic Responsibility

A basic requirement for a business to operate is to ensure the company's profitability through the implementation of Economic Responsibility. The public views business organisations as institutions entrusted with creating and providing goods and services that satisfy societal demands and preferences (Carroll, 2016). Moersleutel satisfies its economic obligation by controlling financial risks, investing in business expansion, and maximising revenue (Lor. S., 2024).

Legal Responsibility

According to Carroll (2016), businesses must follow these laws and regulations in order to be able to conduct their operations. According to Lor. S. (2024), they discharge this responsibility by supplying goods that abide by the law, following regulations, and obeying by the law. They are registered with KVK (KVK, 2018).

Ethical Responsibility

While not legally defined, ethical responsibilities encompass all actions, standards, guidelines, and regulations that are deemed acceptable or unacceptable by the community. In keeping with the defence of stakeholders' moral rights, these expectations are meant to guarantee that companies respect the full range of norms, standards, values, principles, and expectations that represent and respect the opinions of clients, employees, owners, and the community (Carroll, 2016). Moersleutel satisfies its obligations by abstaining from slavery, not discriminating in the

hiring process, and refusing to work with businesses whose principles conflict with their own (Lor. S., 2024).

Philanthropic Responsibility

CSR definitions have always included philanthropy as a crucial element, and this is still the case today. The primary differentiation within the four-part model between the philanthropic and ethical categories is the fact that business donations aren't always anticipated in an ethical or moral context (Carroll, 2016). As of right now, Moersleutel is not meeting its charitable obligations (Lor. S., 2024).

People, Planet, Profit Model

The triple bottom line (TBL) is an economic theory that contends businesses should prioritise social and environmental issues just as much as financial gains. According to TBL theory, there should be three bottom lines: profit, people, and the environment (Boyle, 2023).

Justification: Nowadays, companies cannot afford to put profits ahead of all other factors. Investors, consumers, and employees are becoming more concerned about how companies impact society and the environment (Kolkowska et al., 2023). Social and environmental impact are not always given priority in the triple bottom line when compared to financial profitability. However, a lot of businesses have made money by adopting sustainable business practices (Miller, 2020). A company can demonstrate its commitment to people, the environment, and profitability by cutting waste, using post-consumer recycled materials, and even working with suppliers who have put eco-conscious policies into place (Grand Canyon University, 2021).

For the application of PPP Model please see appendix 3.

Conclusion

Moersleutel Brewery shows corporate social responsibility (CSR) through prioritising profitability, investing in long-term expansion, and bolstering the local economy through partnerships with companies that employ individuals with disabilities. However, there is still opportunity for improvement in terms of fully putting CSR principles into practice. They respect legal requirements, fulfil stakeholder obligations, and uphold moral standards such as refraining from slavery and discriminatory hiring practices. But there's a lack of civic duty, like volunteering at the hospital. The planet dimension can be improved upon while focusing on the people and profit dimensions. Through the implementation of sustainable practices and environmental initiatives, Moersleutel Brewery could better align itself with the triple bottom line principle. These actions would benefit society beyond its immediate business operations. Based on the examination of each "P," the PPP Model fits Moersleutel's needs in the home market quite well. The goal of Moersleutel, which is to successfully export their craft beer to Ireland, may be threatened by the emphasis on profit. One of the drawbacks of the PPP is the additional costs

they must incur in order to switch to a export their product. Moersleutel must pay for the expenses of shipping product and higher excise tax, which may have an effect on output as well (Southern New Hampshire University, 2023).

Operational Plan

Internal Organization

Moersleutel's internal organisation was analysed in the Organisational report using the McKinsey 7S model. Moersleutel might need to organise itself differently internally in preparation for export to Ireland. The aim is to gain additional insights by reevaluating every aspect of the 7S model in this report.

Strategy

For strategy please see the previous chapter where it has been analysed in great detail.

Structure

Current communication: The Mintzberg Model is used to analyse Zomerdijk's organisational structure, with a primary focus on the relationships within the company (ACCA, 2024). This model gives a good insight into whether things are structured as they should be. A combination of strategy and environmental forces forms company's organizational structure. The division of various company structures and organisations is presented clearly by the Mintzberg Model, in contrast to other business models such as Galbraith's Star Model (MindTools | Home, n.d.). Please refer to Chapter 2.1.1 of the Organisational Report for additional information about the Mintzberg Model.

Currently, Zomerdijk brewery has a clear structure and operates with a hierarchy of bosses, managers and subordinates. Given the number of job titles in the company, including finance and logistics, the technostructure is clearly visible (Moersleutel, n.d.). Considering that Moersleutel's export strategy is collaborating with one importer who manages all the legal and practical aspects of getting the beer into the country and stores (Zomerdijk, 2024) there is no need to drastically change the whole structure of Moersleutel - it's enough to slightly adjust their communication style.

Recommendations: Since in Irish work culture hierarchies are only needed for convenience and in reality everyone has an equal say in business decisions (Hofstede Insights, 2024) and Moersleutel operates with Machine structure (Organisational Report, 2024), there might be issues communicating with the importer. In Cultural Differences section we highlighted how Moersleutel will need to adapt their communication style to better adjust to the unranked and creative work style of the Irish (Amy, 2023). This will make sure that operations and interactions within the Irish market can run more smoothly and are better suited to the local work culture.

Benefits: Better integration within the local market is fostered by communication styles that are in line with Irish work culture. Stronger relationships are fostered by this adjustment, which makes interactions and collaborations with Irish stakeholders easier (Business Culture, n.d.).

Drawbacks: Maintaining the company's current structure while adjusting to the Danish communication style may present challenges. It can be difficult to strike a balance between the two without weakening the organization's core principles or losing its identity (Hofstede, 2011, 9).

Systems

Initially, Moersleutel will produce all its products in the Netherlands and ship them in large batches to Ireland. The recommended shipping method is a combination of road transport and sea freight. This is a balance between cost efficiency and delivery time, making it suitable for handling large volumes while ensuring the product arrives in good condition (*GWT Import & Export Specialists Ltd*, n.d.). The process begins with transporting the beer by truck from the brewery in the Netherlands to the port of Rotterdam. From there, the beer is loaded into containers and shipped via ferry to a port in Ireland, such as Dublin or Cork (*National Ports Policy | IMDO - Irish Maritime Development Office*, n.d.). Upon arrival, the containers are unloaded, and the beer is transported by truck to its final destination. This method is cost-effective for shipping and reduces import complications. After establishing a solid market presence in Ireland, which we expect to take about 6 to 12 months, Moersleutel should set up a local distribution network. This change will allow for quicker deliveries, lower shipping costs, and fewer import-related issues (*How to Use an Agent or Distributor When Exporting - great.gov.uk*, n.d.). It will also ensure that Moersleutel's products reach Irish consumers efficiently and in good condition by complying with customs regulations. We suggest partnering with "Barry & Fitzwilliam", Ireland's leading independent drinks distributor. They manage over 3,500 direct accounts nationwide and have extensive warehousing facilities in Cork and Dublin. Their expertise in both craft and world beers makes them a strong partner for distributing Moersleutel's products across Ireland (BarryFitz, 2023).

Staff

Current communications: The term "staff" describes the individuals within an organisation who have the necessary skills to support the tasks of the organisation (Organisational report, 2024). Based on Belbin team roles model, Moersleutel should have workers spread out over all 9 roles, but as of right now - there isn't a need to open offices in Ireland, hence there isn't a need for 9 workers (Belbin, n.d.). As mentioned before in the organisational report, Zomerdijk brewery is fully staffed, specifically fuller in specialist positions (Moersleutel, n.d.). Their export strategy is collaborating with one importer who manages all legal and practical aspects (Zomerdijk, 2024).

Recommendations:

Since Moersleutel's exports their products through a chosen importer who also manages all legal and practical aspects, they would only benefit from hiring a local brand ambassador (Zalani, 2020). An ideal brand ambassador would be a member of company's target group - Irish beer enthusiast aged 25 to 30 years old. They can be found on LinkedIn. Their role would be to attend business meetings in Ireland to represent Zomerdijk's best interests. In addition to facilitating networking, it demonstrates to the community that Moersleutel genuinely wants to be a part of it and support its growth (Petrovic, 2020). Lastly, local employees are more knowledgeable about the legal aspects and the needs of local clients than those employed abroad (IMS Marketing, n.d.).

Zomerdijk Brewery may eventually grow their staff in Ireland as well in order to maintain seamless operations, just as they have done in France (Zomerdijk, 2024). One team working in two different countries could result in inefficient results as they would be stretched thin.

Moersleutel must be direct and concise with potential employees when conducting work interviews. Respect each employee equally and be inclusive. There is no difference between Irish and Dutch employees (Business Culture, n.d.). To ensure inclusivity and have well-performing team in an environment where everyone is included, heard and hierarchy of power isn't truly present - Moersleutel should adapt ASPIRe model (Webster, 2018).

You can learn about the ASPIRe model in appendix 6.

Style

After our research in the Organizational Report (2024), we came to the conclusion that Moersleutel falls under either the "joins" or "delegates" leadership style of The Tannenbaum-Schmidt Leadership Continuum. Although Moersleutel doesn't have ambitions of opening an office or a brewery in Ireland (Client Briefing, 2024), they will still have to work with an agent or manage a few people. When it comes to Ireland, their management style is

collaborative and relationship-focused, prioritizing employee well-being and results. Managers are approachable and empathetic, fostering open communication and valuing employee input in decision-making. Workplaces balance traditional and modern practices. Decision-making is generally democratic, with managers considering employees' opinions (Commisceo-global, n.d.). According to Symonds (2019), Irish managers tend to be entrepreneurial and comfortable with ambiguity, showing resilience when setbacks occur. They prefer flexibility over strict rules and procedures, allowing innovative solutions to emerge. Although Moersleutel probably won't have direct employees in Ireland, in case that happens, they should use a transformational leadership style (for more information about this style, see appendix 4) that aligns with Irish values and helps employees by inspiring and motivating them to exceed their own expectations, fostering a supportive and innovative environment that enhances their personal and professional growth (Cherry, 2023).

Shared Values

Current Communication:

Moersleutel's essential principles and those of the Irish appear to be very similar, suggesting a smooth entry into the Irish beer industry. Both of them have their roots in family-oriented cultures that value humour, creativity, and companionship. Moersleutel combines a technical and practical approach with a creative and passionate attitude to his work. As creative geniuses, they are proud of their painstaking brewing method. Their ambition and optimism that everything is possible characterise them as enterprising people. They approach problems with a solution-focused approach, upholding the highest standards of excellence and constantly seeking ways to improve (Moersleutel, 2024).

In a similar vein, the Irish are renowned for their friendliness, humility, humour, inventiveness, and fierce sense of patriotism, all of which are summed up in the catchphrase "Proud to be Irish." Beyond the nation's history, the Irish are known for their cheerfulness, philosophy, partying, family-orientedness, hard work, and straightforwardness (Go-to-Ireland, n.d.). Meetings in the corporate world in Ireland start with handshakes and proper introductions with titles and surnames, particularly for senior personnel. Small talk is a common starting point for meetings, which can occur in casual venues like restaurants or bars. Higher standards are anticipated in professional contexts, when participation in collaborative conversations is expected from all participants. Relationships, trust, open communication, and justice are valued in Irish corporate culture, but arrogance and aggressive behaviour are discouraged. Although being on time is crucial, small delays are acceptable. Before setting up a meeting, it is important to make an introduction. At work, relationships swiftly transition to using first names. Accessible organisational structures and Ireland's forgiving tax laws draw in global corporations. According to Scroope (2017), the nation likewise has a comparatively clean ranking on the Corruption Perception Index.

Recommendation:

Understanding different business practices is essential when exporting internationally. The Dutch, and Irish approaches align in some aspects and differ in others. In the Netherlands, punctuality and directness are highly valued, emphasising teamwork and collective decision-making, reflecting their commitment to equality and community. While in Ireland building strong relationships and prioritising friendly conversations, openness to change, and networking, has a higher importance, which are crucial for creating lasting and positive business connections (20 Countries, 2024). To show cultural sensitivity and improve relatability, Moersleutel needs to adapt to the local preferred distribution sites and incorporate typical cultural symbols such as (the colour white, orange, and green, shamrock plant, and Leprechaun a folkloric creature) into their marketing plan and/or packaging designs. To sum up, when exporting as a dutch company exporting to Ireland, it is important for Moersleutel to respect the Irish cultural norms and values while keeping communication differences in mind (20 Countries, 2024).

Corporate Social Responsibility

The definition of corporate social responsibility (CSR), its status in Ireland, and Moersleutel's methods were all discussed in the previous chapter. When expanding operations through exporting goods or services to a different country, it's necessary to evaluate the extent to which corporate social responsibility (CSR) strategies are implemented and whether Moersleutel's organisation needs to make any changes. The first step is to assess Ireland's general state of corporate social responsibility.

In Ireland CSR consists of 4 aspects - workplace, environment, community and market place (Bruton T.D., 2014). To meet the standard for workplace CSR, Moersleutel has to provide their workers with bonuses, such as positive and open work environment with corporate events, celebrations, free lunches. Additionally, they could cover employees health insurance and provide them with retirement plans. The environment aspect includes reducing carbon footprint, reducing, reusing and recycling resources. The community requires interacting with the local community to better it. The marketplace pertains on conducting ethical business practises, making responsible decisions with suppliers and customers (Enterprise Ireland, n.d.).

To read how Moersleutel can enhance their CSR according to *Ireland's National Plan on Corporate Social Responsibility*. Good for Business, Good for the Community see appendix 1.2.

How Moersleutel can enhance their CSR according to *Ireland's National Plan on Corporate Social Responsibility*. Good for Business, Good for the Community (Bruton T.D., 2014):

Workplace CSR:

- Respect legal requirements, such as the Protection of Employees (Part-Time Work) Act and the Payment of Wages Act.
- Put into practice the strong equality policies, diversity education, and well-being programmes that the National Women's Strategy and Employment Equality Acts require.
- Follow the Employees (Provision of Information and Consultation) Act's guidelines for employee communication and consultation.

Environmental CSR:

- Adhere to environmental laws such as the Waste Water Discharge (Authorization) Regulations and the Environmental Liability Directive.
- Adopt transparent reporting and environmental management guidelines in accordance with regulatory advice.
- Make investments in emission reduction plans that are in line with the Climate Action and Low Carbon Development Bill.

Marketplace CSR:

- Verify compliance to consumer protection legislation, such as the Consumer Protection Act and Data Protection Act.
- Encourage ethical marketing standards and fair business practices in accordance with competition laws.
- Give priority to 'green procurement' and responsible sourcing practices as promoted by national and EU public procurement laws.

Community Engagement CSR:

- Encourage the employment and skill-building programmes described in the EU Youth Employment Initiatives and the Action Plan for Jobs.
- As directed by the National Action Plan for Social Inclusion and the EU Social Business Initiative, participate in community partnerships and educational outreach.
- Carry out charitable giving and sponsorship initiatives in accordance with the National Social Innovation Fund and Charities Act.

By putting these tactics into practice, Zomerdijk brewery can show that it is strongly committed to corporate social responsibility (CSR) and will be positively impacting community well-being, environmental sustainability, worker welfare, and market integrity in accordance with CSR principles and Ireland's legal requirements.

People, Planet and Profit model

The triple bottom line (TBL) is an economic theory that contends businesses should prioritise social and environmental issues just as much as financial gains. According to TBL theory, there should be three bottom lines: profit, people, and the environment (Boyle, 2023).

People

Employee Happiness and Engagement:

Encourage employee feedback, establish open lines of communication, and honour and recognise accomplishments (Lansdún et al., 2021). Incorporate ASPIRE communication model (Webster, 2018).

Participate in team-building exercises, employee happiness surveys, and the development of career growth and advancement opportunities, such as salary increases every year, paid trainings for skill enhancement (Leaders Perception, 2024).

Inclusion and Diversity:

Create inclusive hiring procedures, employee resource groups, and diversity policies. Participate in equal opportunities for all employees, promoting diverse leadership, and providing training on unconscious bias (IMS Marketing, n.d.), such as provided by Atlantic Technological University (Atlantic Technological University, n.d.).

Culture of Health and Safety:

Prioritise workplace health, provide employees with health insurance, wellness subscriptions and mental health support (Bourke et al., 2023).

Participate in risk assessments, safety committees, and the provision of appropriate protective gear (Lansdún et al., 2021). These can be taught by Safety Ireland Healthcare (Safety Ireland, n.d.).

Planet

Reduced Waste and the Circular Economy:

Adopt circular economy concepts, promote recycling and reuse, and put waste minimization techniques into practice. Participate in promoting product life extension, cutting back on single-use plastics, and collaborating with suppliers who use sustainable packaging (European Parliament, 2023), such as Impact Aluminium (Impact Aluminium, 2023).

Minimizing carbon emissions and using renewable energy:

Collaborate with importers and distributors that prioritize transportation modes that lower carbon emissions, such as sea freight and electric cars (Supreme Freight, 2024). Make the switch to renewable energy sources, invest in energy-efficient technologies, and carry out energy audits.

Participate in establishing goals for reducing energy use, mounting solar panels, and endorsing neighbourhood renewable energy initiatives (Office of Energy Efficiency & Renewable Energy, n.d.).

Profit

Management of the Supply Chain Ethics:

Evaluate suppliers, give ethical importing, distribution and transportation top priority, and make sure fair labour standards are followed all the way through the supply chain. Participate in supporting initiatives for responsible sourcing, auditing importer and distributor practices (Supreme Freight, 2024).

Investing in the community and creating shared value:

Take part in charitable efforts, invest in neighbourhood projects, and encourage local economic growth (East, 2023). Donate to charities that reflect Zomerdijk's values, such as OneFamily - a charity that supports single parent families (One Family, n.d.).

Legal Form

Establishing a private limited company (Ltd) would likely be the most suitable legal form upon entering the Irish market. Moersleutel is already registered as a BV locally in the Netherlands which in Dutch stands for "Besloten Vennootschap," which translates to "Private Limited Company" in English. This will be familiar territory for Moersleutel in terms of legal form. Foreign companies expanding their operations into Ireland must adhere to registration requirements outlined in the Companies Act 2014. Within one month of establishing a branch within the country, such companies are obligated to register with the Companies Registration Office (CRO). The disclosure obligations for these branches are detailed in Part 21 of the Act, which applies to foreign companies resembling Irish limited liability entities. Notably, there are differing requirements for companies originating from European Economic Area (EEA) member states compared to those from other nations. The EEA encompasses 27 EU member states, including Iceland, Liechtenstein, and Norway (CRO, 2024).

Labour Law

Moersleutel's successful export venture in Ireland requires compliance with Irish and EU Labour and Tax Law. Engaging Irish employees and representatives is crucial for executing the sales process. Harmonising operations with Irish and Dutch standards ensures seamless integration into the Irish craft beer industry. Key aspects of Irish labour law are essential for a smooth market entry and sustained success in Ireland.

1. Employment Contracts

Regular wage employees are automatically under a contract of employment, which must be provided with a written statement of core terms within five days of starting and remaining terms within a month. Changes to terms require mutual agreement and consent from both parties, as per contract law.(Office of the Attorney General, n.d.).

2. Working Time Regulations

You are responsible for ensuring that your employees receive breaks while at work. The Organisation of Working Time Act of 1997 establishes the guidelines for maximum working hours and daily and weekly rest periods(Citizensinformation.ie, n.d.).

3. Minimum Wage

Most workers are entitled to minimum wage (€12.70 per hour). However, there are some exceptions to this, such as apprentices, people aged under 20 and people employed by close relatives. You must give your employees payslips. These show their wages and any deductions that have been made(Citizensinformation.ie, n.d.).

4. Health and Safety

As an employer, you are obligated, to the extent feasible, to ensure the safety, health, and well-being of your employees at the workplace, as stipulated in the Safety, Health and Welfare at Work Act 2005(Office of the Attorney General, n.d.).

5. Discrimination and Harassment

The Employment Equality Act prohibits discrimination against employees and agency workers, including unfair treatment, denying access to employment, offering different terms, working conditions, or treatment, and not providing equal access to training, experience, and promotion opportunities. Employers must avoid discriminatory rules and practices(Office of the Attorney General, n.d.).

6. Termination and Redundancy

If your company closes or your workforce shrinks, you may be forced to lay off employees. You may need to do this because of a lack of work, a reorganisation of the business, or financial difficulties. When laying off an employee, you must follow specific protocols.

Taxes

In Ireland, corporation tax rates range from 12.5% to 33%, depending on the type of income. While resident companies are taxed on worldwide profits, non-resident companies are only taxed on profits generated from an Irish branch or agency. Moersleutel must consider the tax implications of its business operations in Ireland, especially concerning passive income like dividends and royalties, which may be subject to higher rates. Additionally, as Pillar Two legislation takes effect, Moersleutel should ensure compliance with rules aimed at ensuring a minimum effective tax rate on profits in each jurisdiction, including Ireland. Understanding these tax regulations will be crucial for Moersleutel's financial planning and compliance efforts as it expands its operations into Ireland (*Ireland - Corporate - Taxes on Corporate Income*, n.d.).

Alcohol Excise Duty

As Moersleutel prepares to export its renowned craft beers, from the Netherlands to Ireland, understanding the implications of excise duties is vital. The excise duties are currently set at the following (Office of the Attorney General, n.d.).

Exceeding 1.2% volume but not exceeding 2.8% volume	€11.27 per hectolitre per cent of alcohol in the beer
Exceeding 2.8% volume	€22.55 per hectolitre per cent of alcohol in the Beer

Compliance with Regulations

According to the [Public Health \(Alcohol\) Act 2018](#) In Ireland, regulations regarding the labelling and sale of alcoholic beverages, including beer, are governed by various laws and standards. Here are some key points for Moersleutel to focus on before exporting:

1. Alcohol Licensing Laws: The sale of alcohol is heavily regulated in Ireland, and Moersleutel must obtain appropriate licences from the The [National Excise Licence Office](#) (NELO) which is the competent authority in Ireland that deals with alcohol licensing.

2. Labeling Requirements: Alcoholic beverage labels must comply with specific regulations regarding the display of information such as alcohol content, volume, ingredients, and allergen information. Labels should also include responsible drinking messages (Office of the Attorney General, n.d.)

3. Health Warnings: Alcoholic beverage labels often require health warnings regarding the dangers of excessive alcohol consumption and its impact on health. These warnings must be displayed prominently and clearly legible (Office of the Attorney General, n.d.).

4. Advertising Standards: In Ireland, alcohol advertising is regulated by the Advertising Standards Authority for Ireland (ASAI), with specific rules outlined in Section 9 of their Code. The Alcohol Marketing Communications Monitoring Board (AMCMB) oversees compliance, and CopyClear provides pre-clearance for all alcohol advertisements. Advertisements cannot target young people, depict individuals under 25, or promote alcohol consumption as leading to social or sexual success or antisocial behaviour. Compliance with these regulations is high in the drinks industry (*Drinks Ireland*, n.d.).

5. Age Verification: Retailers are required to have age verification procedures in place to prevent the sale of alcohol to minors. This may include age verification checks at the point of sale and restrictions on advertising that targets individuals under the legal drinking age (Office of the Attorney General, n.d.).

6. Food Safety Regulations: If the beer contains any food ingredients or additives, it must comply with relevant food safety regulations, including those related to hygiene, traceability, and labelling (Office of the Attorney General, n.d.).

7. EU Regulations: Ireland follows EU regulations and directives regarding the production, labelling, and sale of alcoholic beverages. Any beer imported into Ireland from another EU member state must meet these standards (*Regulation - 2019/787 - EN - EUR-LEX*, n.d.).

Tax Treaties

The tax treaty between the Netherlands and Ireland plays a crucial role in facilitating the exportation of Moersleutel beers to Ireland. This treaty aims to prevent double taxation and fiscal evasion, providing a framework for businesses to operate across borders with clarity and efficiency. By aligning tax regulations between the two countries, the treaty ensures that Moersleutel can engage in cross-border trade while maintaining compliance with tax laws in both jurisdictions, thereby fostering smoother business operations and encouraging international trade (Ministerie van Buitenlandse Zaken, 2022).

Intellectual Property

Moersleutel has a trademark already registered with the EUIPO under the filing number 018718642 , which was registered on 29/09/2022 , this trademark will be recognised throughout the EU.They have not registered any copyrights or patents meaning the trademark is the only intellectual property they will have to register with the Irish IPO(Intellectual property office).

Marketing Strategy

Marketing objectives

Market Penetration

Objective 1

To achieve a 10% market share among craft beer consumers in Ireland within the first year of exporting, *measured by sales volume and brand recognition surveys, by implementing targeted marketing campaigns, expanding distribution channels, and fostering partnerships with local retailers and pubs.*

Brand Awareness:

Objective 2

Secure partnerships with at least five local pubs or craft beer retailers in key cities across Ireland within the first nine months, measured by signed partnership agreements and sales generated through these channels.

Objective 3

Increase brand awareness by 20% among the target audience in Ireland within the first six months of entering the market, measured through brand recall and recognition surveys conducted quarterly.

Brand awareness provides a competitive edge by influencing consumer behavior, as people prefer familiar brands. This is evident in online shopping, where consumers choose recognized brands like Apple or Samsung, despite higher prices. Similarly, a well-known brand increases customer trust and loyalty. When consumers trust a brand's reliability, they are more likely to pay a premium and stay loyal. To achieve this, Moersleutel must target the Irish market through strategic marketing campaigns, social media engagement, and participation in local beer festivals and events (Newberry, 2023).

Marketing Mix

When exporting craft beer to Ireland, applying the 7Ps marketing mix can help in developing a comprehensive strategy to successfully enter and thrive in the market. Here's an overview of each element tailored to the Irish market:

Product in Ireland

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). Moersleutel Brewery offers a wide variety of craft beers with 33 distinct flavors, along with branded merchandise like beanies and mugs. With the growing preference for unique flavors and premium ingredients in the Irish beer market, Moersleutel should focus on offering cutting-edge low-alcohol options when exporting to Ireland. The Ansoff Matrix suggests using a market penetration strategy for this purpose, which allows the company to enter an established market without targeting new customer segments. While advantageous in reducing the need for extensive market research and product modifications, this approach may face challenges in a saturated market like the Irish brewing sector (Jones, 2024). To overcome these challenges, Moersleutel must employ additional strategies to enhance brand awareness and competitiveness, such as forming local partnerships and alliances. These tactics are essential for successfully entering foreign markets and expanding the customer base internationally.

Local Partnerships and Alliances: Partnering with locals when entering new markets offers invaluable benefits like established networks, cultural insights, and market experience. Collaborating with agents, distributors, or related local businesses enhances brand visibility, market penetration, and ensures compliance with local regulations (International Trade Council, 2023).

Localization of Products: Localization is about adapting products to fit local preferences, cultures, and laws. This includes changing branding, packaging, marketing, and features (Pokorny, 2024). By speaking the local language and showing understanding of traditions, businesses build trust (International Trade Council, 2023). For example, Moersleutel could use Irish colors and symbols like white, orange, green, shamrocks, and Leprechauns on their products.

Price

Moersleutel Brewery's craft beers, priced between 3.99 to 8.99 euros, reflect their superior quality (Client Briefing, 2024). To ensure a successful entry into the competitive Irish market, Moersleutel should employ penetration pricing, offering lower prices initially to attract customers from competitors. This strategy aims to quickly gain market share and build customer loyalty, even when prices later increase.

Penetration pricing helps establish a foothold in new markets, creates brand loyalty, and deters new competitors by offering low prices. It also leads to high inventory turnover due to increased demand and distinguishes the brand from others (American Express, 2023). Given that the average cost of imported beer in Ireland has risen above 6 euros per beverage and is projected to reach 8 euros by 2028, Moersleutel can enter the market competitively without sacrificing premium pricing (Statista, 2024). This approach allows them to expand their customer base and potentially raise prices in the future, providing a competitive edge and a wise long-term investment.

See appendix 7 for more information

Place/Distribution in Ireland

Moersleutel Brewery sells its handcrafted brews via a range of outlets, including as their website, grocery stores, neighborhood bars, and the "Scrapyard" taproom (Client Briefing, 2024). They also have a large network of distributors and retailers across several nations, and they offer shipping to all countries. It is less efficient to export Moersleutel beers into Ireland if the optimal distribution strategies are carefully chosen, retaining their operational base in the Netherlands.

A thoughtful distribution plan saves time and improves the effectiveness of product delivery. Determining the location and mode of consumer goods purchases, utilizing internal resources to save expenses, and contracting out essential services are important components. To guarantee that the target audience can easily access the product and to promote repeat purchases, a successful strategy should be user-friendly. By adapting the plan to the growth goals, you may increase brand recognition and grow your consumer base (Paack, 2022).

Distribution marketing strategies

Selective distribution involves placing goods in multiple sales venues while controlling specific retailers and locations to align with brand positioning. Moersleutel Brewery adopts a selective distribution strategy, targeting specific channels and retailers to reach their audience, initially focusing on major tourist cities like Dublin and Galway before expanding across Ireland (Fernando, 2024).

Direct distribution, managed by the company itself, allows Moersleutel to sell directly to consumers through their website and social media platforms. This approach offers control over the distribution process, eliminates inefficiencies, and enables direct access for Irish customers, facilitated by their ability to ship worldwide from the Netherlands (Ross, 2024).

The three-step distribution model involves manufacturers selling products to wholesalers, who then distribute to retailers before reaching customers. Due to alcohol export regulations, Moersleutel sells to wholesalers, like Musgrave MarketPlace in Ireland, who then supply retailers such as Spar and Dunnes Stores (Indeed Editorial Team, 2023).

Wholesalers purchase items in bulk from manufacturers and sell to retailers, focusing on storage and delivery.(Jehanne, 2024). One of the popular Irish wholesalers that Moesleutel can export to is Musgrave MarketPlace (Aeroleads, n.d.).

Retailers, the final distribution point, sell products to customers either in physical stores or online, marking up prices for profit. Moersleutel may eventually target popular Irish retailers like Spar and Dunnes Stores for their beer exports (McHugh, 2024).

See appendix 9 for more information

Promotion in Ireland

Moersleutel Brewery mainly uses E-commerce to promote their products directly through social media channels. Their promotion strategy includes engaging social media campaigns, participation in craft beer festivals, and collaborations with other brands to enhance visibility and build a stronger brand image (Client Briefing, 2024).

A promotion strategy is the plan and tactics surrounding a product's promotion. It consists of the goals behind your promotion and the steps you'll take to promote your product with the most advantages possible (Ponmudiyan, 2023).

Social Media Campaigns:

Effectively utilizing social media for your business strengthens your connection with your target audience and helps establish your brand image and personality. Best of all, creating and maintaining a social media presence is free. To leverage social media marketing successfully, start by creating a social media marketing plan. This document outlines your company's goals for social media and how you plan to achieve them. A well-defined strategy allows for a more organised and focused approach to building your brand and marketing on social media. Read on to learn about the importance of a social media marketing strategy and how to create one for your company (Mathes, 2023).

Target audience: Craft beer enthusiasts, between the age 18-to-34 years old (Alcohol Ireland, 2024), living in Ireland mainly in big cities like Dublin, Galway, Cork, and Waterford.

Platforms: With numerous social media channels available, it's essential to choose the right one for Moersleutel's marketing success. Conducting a thorough analysis to identify the most popular sites and develop a strategic plan to dominate those platforms. Additionally, research to find which social media channels best meet your needs; for example, YouTube is ideal for promotional videos (Export Import Management Institute, n.d.).

Message: Social media messaging involves all interactions between a brand and its followers on social platforms, playing a vital role in branding strategies. It allows for personalised, direct communication, helping to build a brand's identity and share its vision. Effective social media messaging enhances online presence, strengthens audience connections, and helps achieve communication goals (Suresh, 2024).

Tone of message: Social media has revolutionised communication, making it crucial to identify your tone of voice for effective audience connection and a strong online presence. This tone of voice reflects your brand's personality in writing, encompassing style, attitude, and personality in posts and comments. Understanding your audience helps tailor your tone to their expectations. Consistency across platforms strengthens brand identity, while aligning your tone with your values attracts like-minded followers. Ensuring your tone resonates positively is vital for proper message perception and audience engagement (The Social Game, 2023).

Cost:

The average cost of Instagram advertising is €0.00 - €0.25 per click, €0.00 - €4.00 per 1000 impressions, and €0.03 - €0.08 per engagement (W. Team, 2023). By using the promotion feature on META, Moersleutel can implement a 90-day online campaign on the META platform with the targeted audience in Denmark; this should reach out to a maximum 81k audience (W. Team, 2023).

(UGC) Contests:

A UGC (User-Generated Content) contest encourages people to post content on social media with a specific hashtag for a chance to win prizes, such as products or discounts. These contests generate a large amount of brand-related content and offer several benefits. They expand campaign visibility by leveraging participants' networks, provide cost-effective and diverse content, enhance authenticity by being more genuine than sponsored ads, and boost sales by organically promoting products, increasing social media followers, and driving website traffic. UGC contests are versatile and effective for brands looking to grow their audience and engagement (Tobin, Slipkus, 2024). It is important for Moersleutel to engage with the target group and strengthen customer relationships by involving them in their marketing strategies and getting to know them better. They can build trust through social proof by highlighting content

created by people about your brand. Additionally, through leveraging the expertise of channel-specific creators who understand the nuances of platforms like Instagram, and YouTube, ensuring the content is optimised for each (Clouinary Guides, 2024).

Charity:

Securing charity partnerships can enhance brand goodwill and provide unique media angles. To integrate cause marketing, start planning early by identifying suitable causes and aligning with relevant awareness months. Choose charities that clearly connect with your brand's values to avoid negative press. Vet nonprofits using resources like Charity Navigator and visit their headquarters. Go beyond monetary donations by engaging customers and employees in creative ways and crafting a positive social impact story. Draft clear partnership agreements to manage expectations. Ensure donations are impactful and consider offering expertise or services. This approach boosts brand perception and relationships while making a meaningful impact (PR Cotoure, 2024). Moersleutel could consider collaborating with a charity event where a portion of the proceeds goes to a worthy cause. Not only will this event attract customers who want to support a good cause, but it will give Moersleutel a good reputation in Ireland. Since Moersleutel values sustainability one of their best charity options to collaborate with in Ireland is "Friends Of The Earth".

See appendix 10 for more information

People and resources In Ireland

When expanding into the Irish market, Moersleutel Brewery should strategically allocate resources and personnel. Co-creation, involving stakeholders or external parties, is essential for creating value. By hiring additional positions to tailor content to the Irish target group, aligning with co-creation principles. Collaboration is fundamental in marketing, involving sharing ideas and resources to achieve common goals. Moersleutel should consider new roles such as Data Analyst, Campaign Scheduler, Calendar Manager, Accounting Professional, and Local Content Curator to execute their marketing strategy effectively. This collaborative approach ensures alignment with the company's goals and the needs of the Irish market, emphasising the importance of teamwork and specific expertise for success (Castañer & Oliveira, 2020).

Process in Ireland

The term "Process" in marketing promotion describes the steps, systems, and sequence of events that go into providing a service or good to a customer. It includes every stage of offering a service or good, making sure that every encounter lives up to the client's expectations and makes for a satisfying experience all around. Important factors to think about are the turnaround time between reservations and meetings, what to do after a purchase, and how to get good feedback. But efficiency is crucial (McCabe, 2024). Thus, in order to guarantee a smooth client

journey from awareness to purchase and beyond, Moersleutel must optimize their marketing procedures. This covers lead creation, customer service, and communications after a sale.

Feedback and Improvement:

Any successful marketing strategy must incorporate consumer feedback because it offers profound insights into the expectations and experiences of its target audience. Businesses can use this feedback to inform strategic decisions that improve customer experience and stimulate innovation. It is obtained through surveys, reviews, comments on social media, and direct contacts. Businesses may exceed customers' expectations by developing focused, successful marketing strategies by having a thorough understanding of their wants, preferences, and pain spots. Because consumers value companies that pay attention to and act upon their feedback, including it into marketing efforts increases customer satisfaction, loyalty, and retention. It also offers insightful information on industry trends, which helps companies foresee changes and enhance their supply of goods and services. By matching products with market demand, leveraging this input also lowers the risk associated with new product development and marketing initiatives, improving the possibility of success (Damsten, 2024).

Physical Evidence in Ireland

In marketing promotions, the concrete components that customers can see, touch, or experience—and which serve to bolster the intangible characteristics of a service or product—are referred to as physical evidence. This idea is especially crucial in service marketing, since buyers are reassured by tangible proof even while the service is intangible (Oxford, 2023). Moersleutel should make sure to make an impression on their customers when they first start selling beer in Ireland. They should ask them to leave reviews on their website, showcase their launch in Ireland with a pop-up feature, and provide testimonials detailing their Irish customers' initial impressions after tasting their products.

Furthermore, adding an Irish translation to Moersleutel's website would serve the local community and promote comfort and inclusivity by providing information in their language. This calculated action tackles possible linguistic obstacles and supports the development of a more customized experience (Allen, 2020).

Branded Items:

A company's logo or brand message can be seen on branded gear, which includes things like pens, t-shirts, mugs, industry-specific gadgets, and upscale corporate gifts. These goods support the brand's presence and messaging by helping consumers and clients integrate it into their everyday lives. By using consistent branding, promotional merchandise improves brand familiarity and awareness and has several benefits. According to Knight (2024), the utilization of publicly used products as walking advertisements greatly increases brand awareness and develops customer loyalty by developing favorable brand associations. Additionally, the cost-effective marketing approach results in multiple brand impressions over time.

Legal Implications

Moersleutel must navigate legal implications when exporting to Ireland, including advertising standards, marketing regulations, health warnings, labelling requirements, consumer protection laws, and intellectual property rights compliance. Adhering to these frameworks can mitigate risks, build brand trust, and establish a solid foundation for successful operations in the Irish market.

1. Advertising Standards and Regulations

Advertising Standards Authority for Ireland (ASAI): Code of Standards for Advertising and Marketing Communications in Ireland: This code ensures that all advertisements are legal, decent, honest, and truthful. For alcohol advertisements, additional provisions ensure that such ads do not promote excessive drinking or target those under the legal drinking age (*Alcoholic Drinks - ASA Code - Advertising Standards Authority, 2024*).

Responsibility: Advertisers must ensure that all marketing communications are prepared with a sense of responsibility to consumers and society. They should respect the principles of fair competition and not exploit the inexperience or credulity of consumers (*Alcoholic Drinks - ASA Code - Advertising Standards Authority, 2024*).

2. Online Advertising Regulations

E-commerce Regulations:

Consumer Information: Under the European Union (Consumer Information, Cancellation, and Other Rights) Regulations 2013, online sellers must provide clear information about the product, price, delivery costs, and the right to cancel the purchase (King's Printer of Acts of Parliament, n.d.).

Transparent Pricing: All costs should be clearly stated, and there should be no hidden charges (King's Printer of Acts of Parliament, n.d.).

Digital Contracts: Terms and conditions should be easily accessible and understandable to consumers (King's Printer of Acts of Parliament, n.d.).

Data Protection:

General Data Protection Regulation (GDPR): This regulation requires businesses to obtain explicit consent from users before collecting and processing their personal data. This applies to online advertising where consumer data might be used for targeted marketing (*Data Protection in The EU, 2023*).

Privacy Policies: Clear privacy policies must be provided, outlining how consumer data will be used, stored, and protected(*Data Protection in The EU, 2023*).

3. In-person Advertising Regulations

Promotions and Events:

Public Health Guidelines: When hosting events or in-person promotions, it's crucial to follow health guidelines, especially those concerning the promotion and consumption of alcohol. This includes ensuring that alcohol is not served to minors and promoting responsible drinking(*Alcoholic Drinks - ASA Code - Advertising Standards Authority, 2024*).

Advertising Restrictions: Specific rules limit how alcohol can be advertised at public events. For example, free samples must be offered responsibly, and promotional materials should not glamorise excessive drinking(*Alcoholic Drinks - ASA Code - Advertising Standards Authority, 2024*).

Point of Sale Advertising:

Visibility and Placement: Advertisements and promotions at points of sale must be placed in a manner that does not overly encourage impulse buying or excessive consumption. This includes not placing ads near items popular with minors or in areas where minors frequently visit(*Alcoholic Drinks - ASA Code - Advertising Standards Authority, 2024*).

4. Broadcast and Print Advertising

Broadcasting Authority of Ireland (BAI) Code:

Timing Restrictions: Alcohol advertisements cannot be broadcast during or around children's programming. Specific time slots are designated to ensure that such ads do not reach an underage audience(*Regulation - Broadcasting Authority Of Ireland, 2019*).

Content Restrictions: The content of alcohol advertisements must not suggest that drinking leads to social success or has therapeutic qualities. They must also not imply that non-drinkers are less successful or attractive(*Regulation - Broadcasting Authority Of Ireland, 2019*).

Print Media:

Content Standards: Similar to broadcast media, print advertisements for alcohol must follow strict content guidelines to ensure they are not misleading, offensive, or targeted at minors(*Regulation - Broadcasting Authority Of Ireland, 2019*).

5. Health Warnings and Labelling

Labelling Requirements:

Mandatory Information: All alcoholic beverages must include specific health warnings, details about the alcohol content, and the quantity of alcohol in terms of standard drinks. This is to inform consumers about the risks associated with alcohol consumption (Alcohol Action Ireland, 2018).

Language and Visibility: Labels must be clear, legible, and in English or Irish. The health warnings must be prominent and not obscured by other information or design elements (Alcohol Action Ireland, 2018).

6. Consumer Protection

Misleading Advertising:

Consumer Protection Act 2007: This act prohibits false or misleading advertising. Advertisements must accurately represent the product, including its benefits, ingredients, and origin (*Alcoholic Drinks - ASA Code - Advertising Standards Authority, 2024*).

Transparency: Claims about the product must be verifiable. For instance, if Moersleutel claims their beer is made with specific ingredients or follows certain brewing methods, these claims must be truthful and substantiated (*Alcoholic Drinks - ASA Code - Advertising Standards Authority, 2024*).

Competition and Consumer Protection Commission (CCPC):

Enforcement: The CCPC ensures that consumer protection laws are upheld. They can investigate complaints and take action against businesses that engage in unfair or deceptive practices (*Competition And Consumer Protection Act | Competition And Consumer Protection Commission, 2024*).

Consumer Rights: The CCPC also provides guidance to consumers about their rights and to businesses about their obligations under the law (*Competition And Consumer Protection Act | Competition And Consumer Protection Commission, 2024*).

Product Requirement

1. Quality Standards and Specifications

Moersleutel must ensure their craft beers meet all Irish and EU quality standards, focusing on the quality of ingredients, the brewing process, and consistent product testing. Obtaining necessary compliance certifications like ISO and HACCP is crucial for maintaining high standards and consumer trust (*Guides To Good Hygiene Practice | Food Safety Authority Of Ireland, n.d.*).

2. Packaging and Labelling

Proper packaging and labelling are essential to comply with Irish and EU regulations. This includes using appropriate materials and providing all mandatory information on labels, such as product details, health warnings, and manufacturer information. Attractive and compliant design can enhance market appeal.

3. Health and Safety Regulations

Adherence to strict health and safety standards during production is vital to prevent contamination and ensure consumer safety. This involves clear allergen labelling, regular safety assessments, and maintaining hygiene protocols in the production facility (*Guides To Good Hygiene Practice | Food Safety Authority Of Ireland, n.d.*).

4. Customs and Import Regulations

Understanding and complying with Irish customs and import regulations is necessary for a smooth import process. This includes identifying the correct tariff classifications, preparing necessary documentation, and understanding customs clearance procedures to avoid delays.

5. Storage and Transportation

Proper storage and transportation are key to maintaining the quality of Moersleutel's craft beers. This involves temperature control, safe handling procedures, and efficient logistics planning to ensure the products reach the Irish market in optimal condition.

6. Sustainability and Environmental Considerations

Moersleutel should adopt sustainable practices, such as using eco-friendly packaging, implementing waste management strategies, and reducing the carbon footprint of their

production and transportation processes. This aligns with growing consumer demand for environmentally responsible products.

7. Regulatory Compliance and Certifications

Ensuring compliance with Irish food safety regulations and obtaining relevant certifications, such as ISO 22000 and HACCP, is crucial. This also involves registering products with Irish authorities and preparing for regulatory audits to maintain compliance (*Guides To Good Hygiene Practice | Food Safety Authority Of Ireland, n.d.*).

8. Market-Specific Adjustments

Adapting Moersleutel's products to suit the Irish market can enhance acceptance and sales. This includes tailoring flavour profiles, offering popular packaging sizes, and developing marketing strategies that resonate with Irish consumers.

9. Documentation and Reporting

Proper documentation and reporting are essential for legal and operational compliance. This includes obtaining export licenses, providing certificates of origin, submitting required tax documentation, and setting up regular reporting systems to ensure transparency and accountability in the Irish market (Ministerie van Buitenlandse Zaken, 2022).

GDPR

Image 4
GDPR practical advice.

GDPR

The European Union's General Data Protection Regulation (GDPR) stands as the world's most rigorous privacy and security law. It imposes strict obligations on organizations handling EU-related data, with significant penalties for non-compliance. This regulation underscores Europe's dedication to protecting personal data privacy, with a particular emphasis on small and medium-sized businesses (Wolford, 2023).
Moersleutel must adhere to several GDPR obligations. These include ensuring the principles of data processing such as lawfulness, fairness, transparency, purpose limitation, data minimization, accuracy, storage limitation, integrity, and confidentiality. The company must respect the rights of individuals to access, rectify, erase, restrict processing, port data, and object to data processing. Additionally, Moersleutel must incorporate data protection measures from the onset of any project and maintain detailed records of data processing activities.

Data Handling Procedures
Moersleutel will implement robust procedures for handling personal data, including obtaining explicit consent from data subjects. The company will ensure data accuracy and secure data storage through measures like encryption and anonymization. Advanced security protocols will be put in place to safeguard personal data (Voigt & Von Dem Bussche, 2017).

Employee Training and Awareness
Moersleutel will implement comprehensive training programs to educate employees on GDPR compliance and best practices in data protection

Cross-Border Data Transfers
Moersleutel will handle the transfer of personal data between the EU and non-EU countries in accordance with GDPR requirements. This includes ensuring adequate protection measures such as standard contractual clauses or Binding Corporate Rules (Voigt & Von Dem Bussche, 2017).

Breach Notification
In the event of a data breach, Moersleutel will follow a stringent process for detection, reporting, and investigation. This includes notifying relevant authorities within 72 hours and informing affected individuals promptly.

Data Handling Procedures
Moersleutel will implement robust procedures for handling personal data, including obtaining explicit consent from data subjects. The company will ensure data accuracy and secure data storage through measures like encryption and anonymization. Advanced security protocols will be put in place to safeguard personal data (Voigt & Von Dem Bussche, 2017).

Impact on Business Operations
Compliance with GDPR will impact Moersleutel's operations in Ireland by necessitating rigorous data protection measures. Potential challenges include adapting business processes to meet GDPR standards and ensuring all data handling practices are compliant (General Data Protection Regulation (GDPR) Official Text – General Data Protection Regulation, n.d.).

Financial Substantiation

Financial substantiation in Moersleutel's marketing plan is a succinct explanation that clearly defines budgetary allotments, projects expenses, and divides expenditure among various marketing initiatives. This thorough financial analysis provides a clear picture of the company's strategy and demonstrates the plan's financial viability and prospective profitability (Moorman, 2021).

Total Estimated Cost for Instagram Reels/Facebook Posts: **€2,970 (see appendix 9).**

Total Estimated Cost for Instagram Stories/Facebook Stories: **€2,970 (see appendix 9).**

Total Estimated Cost for Youtube "first impressions" in Ireland video: **€1,350 (see appendix 9).**

Total Estimated Cost for marketing together: €2,970+€2,970+€1,350= €7,290

In conclusion, Moersleutel's marketing strategy is financially sound and provides a breakdown of the budgetary allotments. along with projected expenses listed for YouTube promotional videos, Facebook and Instagram marketing. This essential element will ensure the plan's financial sustainability by coordinating spending with strategic goals.

Conclusion

Moersleutel wants to expand in to the Irish craft beer market. To do so we must learn the local dynamics, customs, and preferences. Based on that, the best possible business plan, operational plan, and marketing strategy can be created. To answer the central question of this research, it's important to review the sub-questions from the beginning of the report. Every sub-question is essential to developing a complex and comprehensive answer to the main question (McCombes, 2022).

In analysing Moersleutel's approach to entering the Irish craft beer industry, it is essential to highlight the supporting data and analyses that are in the appendices'.

Sub-questions:

1. What is Moersleutel's **business strategy** for exporting premium craft beer to Ireland?

Moersleutel's business strategy and plan for expanding into Ireland's craft beer market are carefully chosen based on in-depth research into it. The Ansoff and Porter's strategy framework helped develop the strategic plan, heavily focusing on product development and differentiation. Product development strategy, such as introducing new flavours tailored towards the Irish target group's tastes (Li et al., 2023), limited edition beer flavours to celebrate Irish holidays and collaborating with local breweries can generate excitement for the target group (Whistle, 2020). Differentiation strategy will ensure that Moersleutel can retain their luxury positioning and attract people interested in niche, high-quality beers (PricewaterhouseCoopers, n.d.). Moersleutel can target specific market segments, take advantage of growth opportunities, and gain a competitive advantage in the Irish craft beer market by adopting both strategic models. As for the revenue model, Moersleutel is going to keep selling directly to consumer makes use of their current client base and the country's established pub culture as well as guarantees to grow brand recognition and loyalty (Wahl, 2023). The export of Moersleutel to Ireland promotes innovation and diversification in the craft beer industry, as well as competition among local breweries which is value creation for the industry as well as customers (Heakal, 2023). This expansion increases Zomerdijk's market reach, income streams (Noatum Logistics, 2022) alongside consumer appreciation and awareness of craft beers (American Trading International, 2022) while also contributing to the economic growth and job creation of the brewing industry (Kramer, 2023). Cultural adaptation is key for success, which is why Moersleutel has to embrace casualty during business talks (Hofstede, 2011, 9), their family values that are highly important to the Irish (Family Business Network, 2022, 1). Additionally, they must address philanthropic, economic, legal and ethical aspects of CSR through Carroll's Pyramid Model (Carroll, 2016). With this nuanced strategy, which is based on organisational frameworks and market insights, Moersleutel has the foundation for success in the Irish craft beer industry.

2. What tailored **operational plan** can Moersleutel create for Ireland?

To enter the Irish market, Moersleutel will keep its current structure and adjust its communication to fit local customs (Hofstede Insights, 2024). Initially, products will be shipped from the Netherlands, but a local distribution network will be set up once the market is established. A local brand ambassador will be hired, with more local staff as needed. Moersleutel will focus on collaboration, employee well-being, and innovation, aligning with Irish values (Bruton T.D., 2014). Using local symbols in marketing and respecting cultural norms will strengthen business connections.

Moersleutel should establish a private limited company (Ltd) in Ireland, similar to its current structure in the Netherlands (Hayes, 2024). Compliance with Irish labor laws, tax regulations, and alcohol excise duties is crucial. Adhering to rules on alcohol labeling, advertising, age verification, food safety, and EU directives is essential for exporting craft beers (Office of the Attorney General, z.d.-c). The tax treaty between the Netherlands and Ireland will aid in cross-border trade, ensuring compliance with tax laws in both countries. Protecting intellectual property by registering its trademark with the Irish IPO is also important. These steps will help Moersleutel navigate legal requirements and achieve sustained success in Ireland.

3. How can Moersleutel optimise its **marketing plan** for exporting premium craft beer to Ireland?

To achieve a successful market entry and growth in Ireland, Moersleutel Brewery must focus on both market penetration and brand awareness. The primary marketing objectives include gaining a 10% market share among Irish craft beer consumers in the first year and securing partnerships with local pubs and retailers within nine months. Additionally, increasing brand awareness by 20% within six months is crucial. To achieve this, Moersleutel must target the Irish market through strategic marketing campaigns, social media engagement, and participation in local beer festivals and events (Newberry, 2023).

The marketing mix tailored to Ireland should emphasise product quality, competitive pricing, and effective distribution strategies. Moersleutel's diverse range of craft beers, including low-alcohol options, will cater to the evolving preferences of Irish consumers (Client Briefing, 2024). Implementing penetration pricing can help rapidly attract customers in a saturated market, and a selective distribution strategy focusing on major cities like Dublin and Galway will enhance market reach (Fernando, 2024). Promotion efforts should leverage social media campaigns, local partnerships, and participation in craft beer festivals to build brand visibility. Digital marketing strategies, including content tailored for the Irish market and collaborations with local influencers, will further strengthen Moersleutel's market presence. Ensuring efficient processes from customer inquiry to post-purchase interactions will enhance customer satisfaction and loyalty.

By integrating these strategies and focusing on comprehensive market research, Moersleutel Brewery can effectively penetrate the Irish market, build strong customer relationships, and

achieve sustainable growth. Throughout these steps Moersleutel is hopefully able to enter the Irish beer market successfully and reach a wider range of international attention.

Central question:

How can Moersleutel Brewery effectively export premium craft beer to Ireland?

For Moersleutel, entering the Irish market requires a comprehensive and strategic approach. The main question driving this expansion is, "How can Moersleutel Brewery effectively export premium craft beer to Ireland?" To address this question, it is important to synthesise knowledge from numerous critical areas, including corporate strategy, operational planning, and marketing optimization. Moersleutel's marketing strategy will centre on raising brand awareness and market share. The primary marketing goals are to gain a 10% market share among Irish craft beer customers in the first year and to increase brand awareness by 20% within six months. In large cities like Dublin and Galway, the marketing mix will place an emphasis on product quality, competitive price, and targeted distribution. Social media advertising, local partnerships, and participation in craft beer events will all be part of the promotion strategy. Moersleutel plans to transport products from the Netherlands and build a local distribution network in Ireland. Forming a private limited company ensures that you comply with Irish labour laws, tax rules, and alcohol excise levies. The company approach emphasises product development and innovation, with a focus on producing distinctive Irish flavours and limited-edition brews. All of this positions Moersleutel as a high-quality, specialised brand. The result of these efforts not only solves the sub-questions, but also definitively answers the central question. Moersleutel has enormous potential for success in Ireland and this export plan outlines the basis for a successful and long-lasting presence in this new market.

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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).

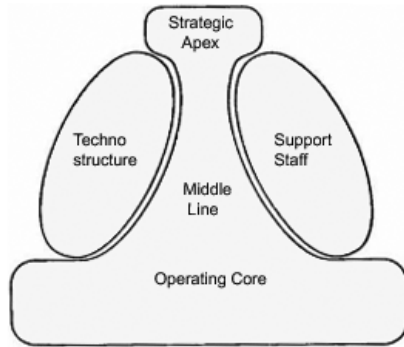
Appendix 4 - Transformational Leadership

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.



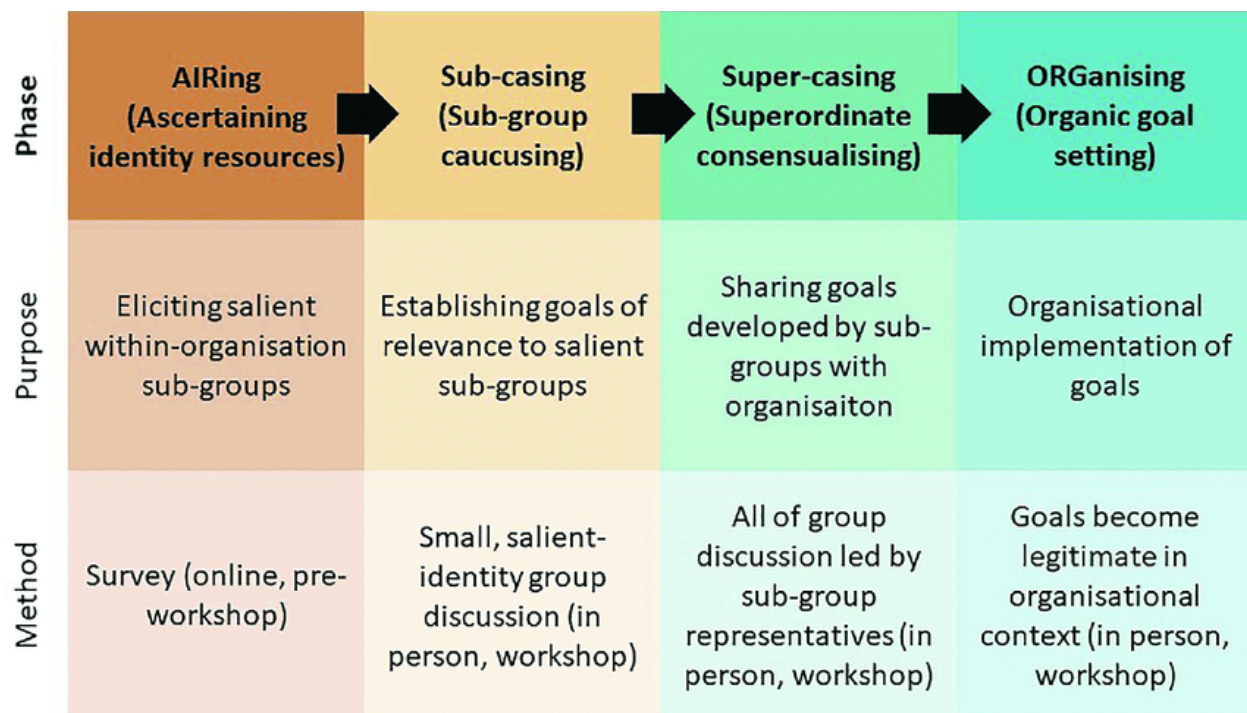
(ACCA, 2024).

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.

