

# ORGANISATIONAL REPORT

INTERNATIONAL  
BOARDROOM

*INTERNATIONAL CREATIVE  
BUSINESS*

## ICB-2B

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# Abstract

This report conducts an in-depth analysis of Moersleutel Craft Brewery, a premium craft beer brand under The Zomerdijk Brewery. Established in 2016 by four brothers, Moersleutel Brewery, led by Pim and Max Zomerdijk, boasts 29 employees and exports to 15 countries. Facing challenges such as market saturation, changing consumer preferences, and increased beer taxes, Moersleutel aims to sustain growth and quality while expanding globally. The study employs the McKinsey 7S framework to assess internal organization, revealing structured hierarchies and familial values. Additionally, models like Ashridge and General System Theory highlight the brewery's mission-driven culture and open system dynamics. Emphasizing innovation, Moersleutel strategically aligns with the value discipline model, focusing on operational excellence, product leadership, and customer intimacy. By answering important questions about strengths, weaknesses, opportunities, and threats, this research aims to enhance Moersleutel's market understanding. The research document also references the 4Ps marketing mix model. The model, comprising Product, Price, Place, and Promotion, offers insights into how Moersleutel positions itself in the Dutch brewing industry. Moersleutel focuses on offering diverse craft beers of high quality and innovation, catering to varying consumer tastes. Positioned competitively with reasonable pricing, Moersleutel distributes its craft beers through supermarkets, local pubs, bars, and its taproom named the "Scrapyard." Promotion strategies include persuasive advertising, e-commerce, social media campaigns, craft beer festivals, and collaborations with other brands. The conclusion emphasizes Moersleutel's emphasis on the PMC concept to ensure a fit with target markets, placing it competitively within the Dutch brewing industry. Additionally, Moersleutel's legal structure, intellectual property rights, financial development, corporate social responsibility, and micro and macro environments are discussed, providing stakeholders with insights for informed decision-making and strategic planning. This research showcases Moersleutel's resilience and adaptability.

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# Introduction

This report is an internal and external analysis of The Zomerdijk Brewery & Blending premium craft beer brand Moersleutel Craft Brewery. The Zomerdijk Brewery & Blending was established in 2016 by four brothers and Moersleutel Brewery is now being led by Pim and Max Zomerdijk while Rob and Tom Zomerdijk are in charge of Zomerdijk Engineering (Zomerdijk, 2024). The company has 29 employees in the domestic office. Moersleutel Craft Brewery, an established name in the Dutch craft beer scene, has deep roots in the industry and is renowned for its creative and high-quality brews. The brewery's wide selection of expertly crafted craft beers is a testament to its dedication to quality. By utilising their knowledge and love of brewing, the Zomerdijk brothers have established Moersleutel Brewery as an innovator in the world of craft beer, enticing beer lovers from all over the world. The brewery already exports to 15 countries globally (Zomerdijk, 2024). Given that the Netherlands is the world's second-largest exporter of beer (Nederlandse Brouwers, 2021). Moersleutel Brewery's foray into foreign markets demonstrates its aspirations for expansion and industry leadership.

By performing a thorough analysis of both internal and external factors, this research aims to enhance our comprehension of Moersleutel Brewery's market position.

# Chapter 1: Problem Definition

## 1.1: Problem Statement

Moersleutel Brewery has to navigate the competitive premium craft beer industry while expanding its presence into the global market, sustaining high-quality products and increasing revenue streams (Zomerdijk, 2024). The client has to navigate a fast-growing market with frequently changing regulations (Herkink, 2019). The brewery's product comes with a premium price tag, making it exclusive and narrowing down the target group. Moersleutel specialises in stouts that have higher ABV percentages, and this type of beer has been in decline (Nederlandse Brouwers, 2024). In 2023, due to high inflation and bad summer beer sales declined and drinkers chose lower ABV percentage beers (Nederlandse Brouwers, 2024). Speciality beer also occupies just a fraction (7%) of the beer market in the Netherlands (Nederlandse Brouwers, 2024) which means Moersleutel must stand out among competition through their branding, focusing on innovation and marketing efforts.

As of January 1st, 2024, the beer tax doubled, which caused Dutch people to go to Belgium and Germany to purchase it or deal with higher prices and smaller choices (Nederlandse Brouwers, 2023). These difficulties highlight the need for Moersleutel Brewery to innovate, modify its approach, and reevaluate its place in the market to survive in a changing and fiercely competitive environment. By taking on these challenges head-on, Moersleutel Brewery will be able to seize new opportunities, strengthen its market share, and maintain its position as a fast-growing company in the Dutch and international craft beer markets.

## 1.2: Central question and Sub-questions

To evaluate Moersleutel Brewery's present position in the Dutch market, a central question has been developed, along with a series of supporting questions that focus on the organization's strengths, weaknesses, opportunities, and threats (Teoli, Sanvictores, & An., 2022). To improve understanding of the company's market position, this research approach aims to conduct a comprehensive analysis of the company's internal and external factors.

### Central question:

*What is the current market position of Moersleutel Brewery within the Dutch market?*

For justification see Appendix 1.

**Table 1**

*Sub-questions.*

Sub-questions:	
1.	What are the <b>strengths</b> and unique selling points of Moersleutel Brewery in the Dutch premium craft beer industry?
2.	What are the internal <b>weaknesses</b> and limitations of Moersleutel Brewery that need to be resolved?

3.	What are the <b>opportunities</b> in the premium craft beer industry that Moersleutel Brewery can capitalise on?
4.	What are the potential <b>threats</b> and challenges that Moersleutel Brewery could face including competition, regulatory issues or market uncertainties?

For sub-question justification see Appendix 1.

# Chapter 2: Internal Organization

In this chapter, the internal structure of Moersleutel Brewery is analysed using the McKinsey 7S framework. Exploring financial growth, legal aspects, intellectual growth and CSR commitment as well as incorporating the Carroll Pyramid model for additional insights, it presents a thorough perspective for long-term success and strategic decision-making.

## 2.1. The McKinsey 7S Framework

The McKinsey 7S model is a management tool developed in the 1980s by the McKinsey consultants Tom Peters, Robert Waterman, and Julien Philips. The goal of the tool is to help align the 7S together to achieve effectiveness in a company. The model is still one of the most widely used and popular strategic planning tools (Jurevicius, 2021). It will be important to dive deep into all 7S as this can show if they are well-aligned. If the model is well-aligned it has more chance to utilize all the strengths of the McKinsey 7S Model for the Zomerdijk Brewery (Kimberling, 2023).

### 2.1.1 Structure

#### **Justification**

Using the Mintzberg model will give the company a good insight into if things are structured in the way they should be. A company's structure emerges from a combination of strategy, environmental forces, and its organizational structure. If these fit together well it results in corporations that perform well however, if they don't fit this model will help you see and uncover these aspects and then you can start thinking about the changes to the structure that might help your company (*MindTools | Home*, 2024).

#### **Applying the model**

If we take a look at the Zomerdijk brewery it has clear structures and includes a hierarchy of bosses, managers, and the operating core as workers. The technostructure in the company is very apparent since there are quite some job titles such as logistics and finance (Moersleutel, n.d.). From this, we can conclude that the Zomerdijk brewery is a Machine Bureaucracy. They have a high level of specialization and seem to have a stable structure to achieve more internal efficiency.

For the model definition please visit Appendix 5.

### 2.1.2. Staff

#### **Justification**

The desired organization has workers spread out over all 9 roles. Having all 9 roles filled will make the company more efficient and qualitative. Hence choosing the Belbin team roles model is what will be most



effective for the Zomerdijs brewery (Moultrie, n.d.). By applying this model, we will be able to see if the organization is balanced out properly and if not, what should be balanced differently.

### Applying the model

Zomerdijs Brewery showcases on their website who works there and what their tasks are, using this information I will categorize the company and see which person is doing what role and what the volumes are of these roles (Moersleutel, n.d.). All in-bracket titles will be directly derived from the Moersleutel website.

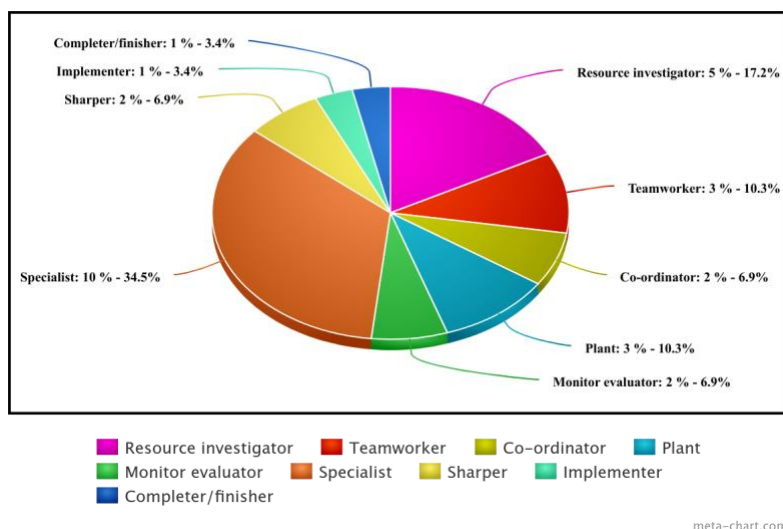


Figure 1.

*Pie chart Belbin team roles model.*

From categorizing these workers, it is noticeable that the specialist role seems to be fuller than other roles. If we examine this further this could eventually lead to some disfunctions. However, from the limited knowledge we have about every individual, we can only assume that these specialists also pick up small things on the side apart from what they specialize in.

For the full model definition and applying the model please visit Appendix 6.

### 2.1.3. Shared values

#### Justification

The mission statement is something important to the Zomerdijs Brewery, their tone and the things they said confirm this. “So yeah, our mission, or our vision, we engineer legendary moments to enjoy life first, that’s our purpose, so that’s why we always try to energize everybody who’s working with us, and our ambition is in 2046, leading the premium craft beer segment (P. Zomerdijs, personal communication, February 9, 2024).”

Looking at the Ashridge model, it highly supports the fact of creating the right mission statement for a company, any company that finds its mission statement important will find the Ashridge model helpful. It

helps in aligning the 4 parts to create the perfect mission statement and it could also reveal things that need changing within the organization's mission statement (Gennaro Cuofano, 2023).

### **Applying the model**

Founded by four brothers to prove their brewing skills to their father, the company prioritizes quality over quantity, aiming to lead the global market in select beer types by 2046. They focus on premium branding, striving to surpass competitors through innovation and quality. Core values of family, ingenuity, and drive underscore their collaborative culture, with ownership remaining within the family. Their strategy centres on becoming the premium speciality beer brand, both in the retail and hospitality sectors. They aim to excel in one or two specialities, embodying their drive for excellence and leadership in the craft beer industry. Their ambition is to create the finest craft beer offerings while fostering a supportive and enjoyable work environment, reflecting their commitment to their core values and familial roots.

### **Implementation**

The Zomerdijk Brewery uses their beer brewing machines from their other company (Zomerdijk engineering). To ensure that the quality of their product stays as high as possible (P. Zomerdijk, personal communication, February 9, 2024). Taking a look at their cans also showcases the drive towards quality and originality to stand out as a brand on its own.

For the model definition please visit Appendix 7.

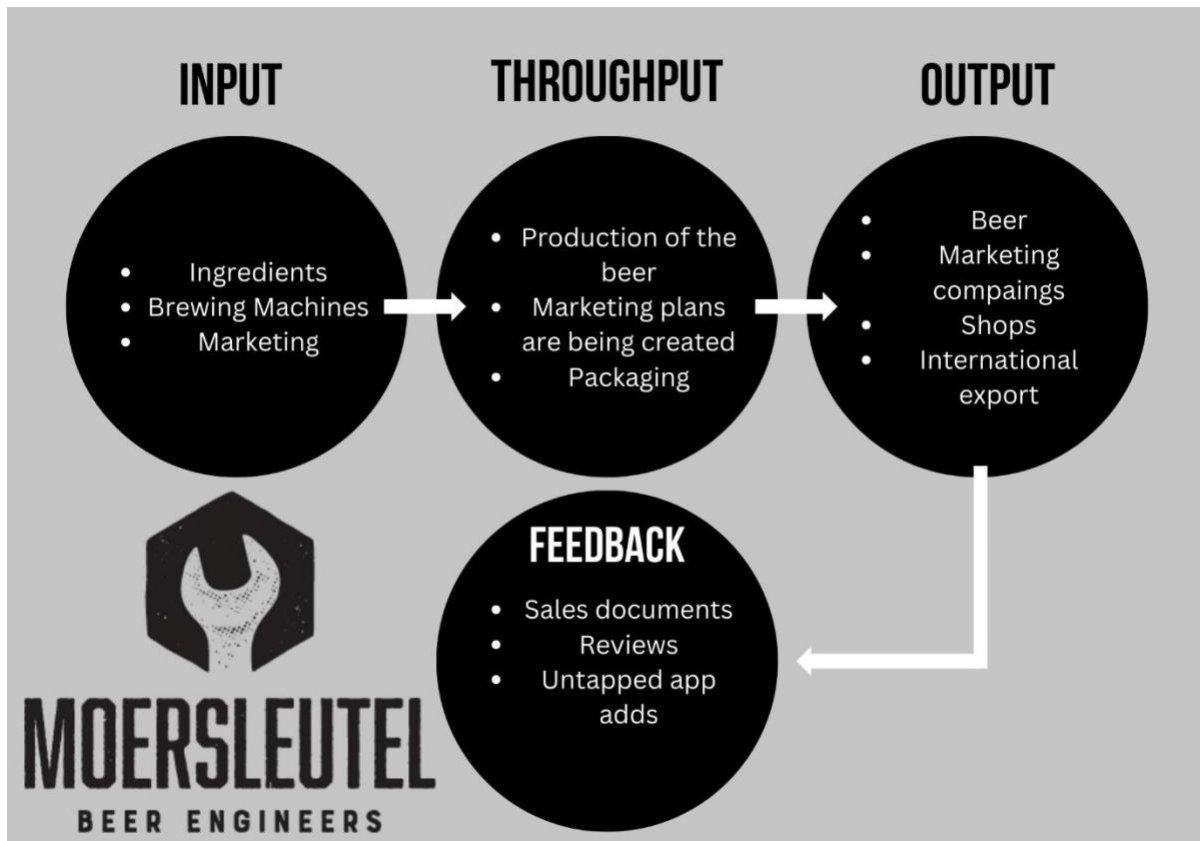
## **2.1.4. Systems**

### **Model justification**

The General System Theory model by Ludwig von Bertalanffy provides a holistic framework for understanding complex systems with different disciplines. Its versatile approach allows for the analysis of systems' structures, behaviours, and interactions. By emphasizing the interconnectedness and interdependence of components within a system, Bertalanffy's model promotes a more comprehensive understanding of events, fostering innovation and problem-solving. Its adaptability and applicability to diverse contexts make it a potent tool for addressing the difficulties of modern systems, guiding research, management practices, and policy development (Von Bertalanffy, 1969).

### **Applying the model**

The Zomerdijk brewery falls directly under the category of open systems. They have a clear input, process, and output. Zomerdijk has permeable boundaries, information, and resources flow both in and out of the organization. The environment of the brewery is quite unpredictable. Their competitors can make sudden movements and changes in the market at any given time. Also, their resources such as malt (roasted grains), water, yeast, and hops are dependent on their environment making it a possible factor of changes.



**Figure 2.**

*The General System Theory model applied.*

For the model definition please visit Appendix 8.

## 2.1.5. Style

### **Model justification**

The Tannenbaum and Schmidt model is regarded as one of the best models to use in today's business environment. It is one of the most reprinted in Harvard Business Review (Clayton, 2017). The Tannenbaum and Schmidt model offers a framework for modern managers. Showing a chart of leadership behaviours from autocratic to democratic addresses the evolving dynamics of organizational leadership. It underlines the importance of morale, promoting teamwork, and enhancing decision-making quality. With insight into internal and external forces, managers can adapt their leadership styles effectively, navigating through the leadership styles. This model will be able to guide managers and leaders to adapt their leadership styles most effectively to the situation they find themselves in (Tannenbaum & Schmidt, 1973).

### **Applying the model**

Using the information that we have. Pim Zomerdijk is the CEO of the Zomerdijk brewery. The managers below Pim will report their findings back to him (S. Lor, personal communication, March 5, 2024). But it

doesn't seem like he will tell them what to do or what to focus on. Only guide them towards the outcome that they all think is best, therefore we conclude that the Zomerdijk brewery falls under either the "joins" or "delegates" category.

For the model definition please visit Appendix 9.

## 2.1.6. Skills

### **Model justification**

The Three-Skill Approach to leadership shakes up traditional views by focusing on skills rather than traits, making leadership more accessible to everyone. It covers a range of skills like problem-solving and people skills, giving a fuller picture of what leadership entails. It fits nicely with existing leadership training, offering a clear path for skill development. Plus, it's inclusive, welcoming folks from all levels of an organization to grow and improve. This approach mirrors the spirit of higher education, where learning and growth never stop. Ultimately, it's about widening the circle of potential leaders and showing that leadership is something you can work on and get better at, no matter where you start (Weerasundara, 2021).

### **Applying the model**

Technical skills:

- Pim Zomerdijk, the CEO, learned brewing from his father, gaining essential technical skills.
- With an engineering degree, he possesses in-depth knowledge of brewing machines (P. Zomerdijk, personal communication, 2024).

Human skills:

- Pim Zomerdijk emphasizes family dynamics within the company, fostering a familial atmosphere.
- Monthly meetings, including pep talks, ensure everyone feels heard and valued (P. Zomerdijk, personal communication, 2024).

Conceptual skills:

- Throughout its history, Zomerdijk Brewery has showcased conceptual skills through innovations.
- Innovations include rebranding in 2015 and diversifying into machine-building alongside brewing (P. Zomerdijk, personal communication, 2024).

For the full model definition and applying the model please visit Appendix 10.

## 2.1.7. Strategy

### **Model justification:**

The value discipline model is crucial for businesses at any stage, offering a clear strategic framework to define competitive focus and deliver customer value. This clarity is important, preventing companies from becoming unseen in crowded markets (De Bruin, 2024). By choosing a primary value discipline—Operational Excellence, Product Leadership, or Customer Intimacy—organizations focus efforts and resources on enhancing their competitive advantage. This focused approach supports better decision-making, resource allocation, and long-term success, making the value discipline model an essential strategy for distinguishing a business and achieving sustained growth (Tracey and Wiersema, 1993).

### **Applying the model:**

Operational Excellence: Moersleutel Brewery shows its operational excellence with a semi-automated brewing system that ensures every beer batch is consistent. This precision in production is enhanced by their use of reverse osmosis water purification, guaranteeing the beer's taste remains uncontaminated. Their distribution strategy is equally thoughtful, utilizing online sales, a subscription service, and a local taproom in Alkmaar, which, along with collaborations with bars, broadens their reach and solidifies customer loyalty (Moersleutel, 2023b).

Product Leadership: Renowned for their IPAs and stouts, Moersleutel Brewery has carved out a leadership position through distinctive products like 'Motor Oil', a beer that stands out with its unique colour and has become a bestseller. Their bestsellers, including 'Fruit Bomb', 'Macaroon Machine', 'Daily Grind', and 'Crank the Juice', showcase their commitment to originality and innovation (P. Zomerdijk, personal communication, 2024). Their social media presence and engaging taproom events not only strengthen their brand community but also enhance their market presence. The brewery tours and eye-catching can designs further reinforce Moersleutel's product leadership by offering a memorable brand experience that resonates with quality and originality.

Customer Intimacy: Moersleutel Brewery deeply understands the value of customer connection. Their beer box subscription provides a mix of convenience and exclusivity, delivering six unique selections annually. The Guild membership offers fans insider access and discounts, encouraging a closer bond with the brand. The Beer Points program and responsive customer service demonstrate their commitment to rewarding and communicating with customers. Monthly brewery tours and taproom events in Alkmaar engage the community. By honouring requests from beer collectors for old cans, Moersleutel shows genuine responsiveness to their patrons' interests, embodying a strategy that places customer needs and relationships at the heart of their business (Moersleutel, 2023b).

For the model definition please visit Appendix 11.

For PMC see Appendix 2.

For Abell Model see Appendix 3.

## **2.1.8. 4P's of Moersleutel Brewery**

The 4Ps marketing mix model will be used to fully understand Moersleutel's marketing strategy by providing a clear overview of their current marketing mix. This framework helps businesses create the correct products, putting them on the market at the appropriate time and location, and promoting them appropriately to accomplish corporate objectives and satisfy target customers (Novak, 2023). The 4Ps are a "marketing mix" consisting of four key elements—product, price, place, and promotion. These are the main components that go into launching a good or service. They offer businesses a framework for

effectively selling a good or service to customers (Twin, 2024). (for a more detailed explanation of the model see Appendix 11)

Product:

- Moersleutel Brewery offers a diverse range of craft beers with unique flavours and characteristics.
- They focus on creating high-quality and innovative brews that cater to varying consumer preferences.
- Moersleutel offers craft beers with 33 different tastes and 9 different styles.

Price:

- Moersleutel Brewery positions its craft beers competitively, reflecting quality and craftsmanship.
- Prices range from 3,99 euros to 8,99 euros per beverage.
- Pricing considers market trends and the perceived value of unique beer offerings.

Place:

- Moersleutel Brewery distributes craft beers through supermarkets, local pubs, bars, and selected retailers.
- They aim to expand availability in the catering industry.
- The brewery has its taproom named the “Scrapyard” for customer engagement.

Promotion:

- Moersleutel Brewery utilizes persuasive advertising by employees and E-commerce channels.
- Promotion strategy includes engaging social media campaigns and craft beer festivals.
- Collaborations with other brands enhance visibility and build a strong brand image.

## CONCLUSION

To sum up, Moersleutel’s marketing approach makes use of the PMC concept to make sure that their products properly fit the needs of their targeted market. Their emphasis on inclusivity and innovation throughout the 4P’s approach places them in a competitive position within the Dutch brewing industry. They can further their success by maintaining a solid PMC fit and adjusting their approach in response to shifting market trends and consumer preferences.

For the conclusion of the 7S model please visit appendix 12.

## 2.2. Legal Form

Moersleutel beer, a prominent craft beer brewery based in the Netherlands, operates under essential legal frameworks encompassing its legal form and intellectual property rights.

A company’s decision about the legal form it will operate under has an impact on how it organizes its resources and assets. Entrepreneurs can conduct their operations in several legal ways. Each requires a distinct strategy for handling profits and losses (Edwards, 2014)

Moersleutel is Established as a private limited liability company(Besloten Vennootschap) or “B.V” is a private limited company offering shareholders limited liability, meaning their assets are protected from the

company's debts. It's a separate legal entity, ensuring business continuity despite changes in ownership. Establishing a B.V. involves meeting legal requirements such as drafting articles of association and registering with the Dutch Chamber of Commerce (KVK, 2024). Moersleutel is registered in the Dutch Chamber of Commerce under the number 68544731 (KVK, 2024).

Further elaboration - Appendix 16

Businesses must navigate various rights concerning proprietary designs, including intellectual property rights, which encompass author rights. Copyright, trademark, and patent laws fall under intellectual property law. The Intellectual Property Act safeguards these rights. When a business registers with the Chamber of Commerce, it registers not only its chosen name but also its entire legal structure promptly. (MKB Service Desk, 2014; AMS Advocaten, n.d.; Keizer, 2015, pp. 49-51; KVK, n.d.).

## **Intellectual Property**

Intellectual property relates to thoughts and ideas, such as inventions; and literary and creative works which are designs, logos, names, and pictures utilized in trade. Copyright, trademarks, and patents are legal mechanisms for protecting Intellectual Property that allow creators to gain notoriety or financial gain from their innovations (WIPO, n.d.).

Copyright: The creator is given a legal right known as copyright. This grants ownership to those who control the rights to the use and production of creative works, such as songs, videos, books, and computer programs (Loshin, 2021). The term "exclusive" right refers to copyright (Auteursrechten, n.d.).

Further elaboration - Appendix 16

Trademark: A trademark distinguishes the business products and services and sets the business apart from rival brands. It might be a word, phrase, symbol, or design. A trademark is used for commodities. It grants the business the sole right to employ its mark, as well as the ability to stop rivals from utilizing a mark that is identical to or strikingly like their business's own (Hennigan, 2022). Moersleutel has registered two trademarks with the BOIP under the filing numbers 1452823 on 28-10-2021 and

18718642 on 17-06-2022 (BOIP Trademarks Register, z.d.). This is crucial for Moersleutel's brand protection, marketplace credibility, and online presence (All About Trademarks, n.d.; Celestino, 2023).

Further elaboration - Appendix 16

When advertising in the Netherlands, you must comply with the Dutch Advertising Code (Nederlandse Reclame Code, NRC). This applies to all types of advertising. (business.gov.nl, 2023). The NRC establishes general advertising standards as well as specialized advertising codes for specific products and services (Homepagina - Stichting Reclame Code, 2018). Furthermore, The Netherlands' Copyright Act automatically protects various art forms, literature, science, software, and other works from the moment they are created. Copyright is also free and does not require registration or filing (Business.gov.nl, 2023).

Further elaboration - Appendix 17

## GDPR

The General Data Protection Regulation (GDPR) is a European Union (EU) law governing security and privacy. Although it was created and approved by the EU, it imposes requirements on any organization that targets or collects data on EU citizens (General Data Protection Regulation (GDPR) – Official Legal Text, 2022). Moersleutel ensures transparency in its data processing practices, obtains explicit consent from individuals for data collection, and implements robust security measures to protect personal information. The brewery likely provides users with the right to access, rectify, or delete their data upon request, demonstrating a commitment to safeguarding privacy and adhering to the regulatory standards outlined in the GDPR (Moersleutel, 2022).

Further elaboration - Appendix 18

## Legal Entity

A legal entity is an organization or a formally constituted group that is recognized as a separate legal person with distinct rights and responsibilities. It can enter into contracts, own property, sue or be sued, and engage in legal activities. It is an entity that exists in the eyes of the law (KVK, 2024).

Further elaboration - Appendix 15

## 2.3. Financial development

We will take a closer look at Moersleutel's financial situation by examining its sales over the past three years and estimating its profits according to its target profit margin. Additionally, we will explore the breakdown of their production costs and the budget required for their export operations.

### Financial Aspects

**Table 3.**

*The client's annual sales (All figures are in Millions).*

	NL	Webshop & Membership	Export	Total
2021	1,7	0,5	0,4	2,6
2022	1,7	0,9	0,6	3,2
2023	2,3	1,5	0,5	4,3

The **financial trends** for Moersleutel show a consistent **annual increase** in sales. Although precise profit figures are not available, we can speculate potential profits by considering the **desired profit margin is 50%** (P. Zomerdijk, personal communication, 2024). Given this, it's reasonable to deduce that Moersleutel's actual profit margin may be slightly less but near this number; therefore, we'll use an



**estimated profit margin of 45%** for our calculations. With this adjusted margin, the estimated profits would be **1.17 million for 2021, 1.44 million for 2022, and 1.935 million for 2023.**

### **The structure of the cost price**

Firstly, **ingredients** represent a primary expense, meaning all the **raw materials** required for the production process. **Dry goods**, such as packaging and labelling materials, also contribute significantly to the cost price. **Building costs**, which include expenses related to facility maintenance, utilities, and rent or mortgage, are also important in calculating the overall cost. Moreover, **employee costs**, which cover salaries, benefits, and any additional labour-related expenses, are essential to the structure of the cost price. Each of these elements plays a crucial role in shaping the final cost of production and is essential for accurate pricing and profitability analysis (P. Zomerdijk, personal communication, 2024).

### **The initial budget available for the export activity**

The budget for export activities is calculated as a percentage of the total order value. For every order placed for export, the company plans to allocate an initial budget that is between **5% and 10% of that order's value**. A significant portion of this initial export budget will be invested in **POSM**. This typically includes marketing materials used at the point of sale to promote the products. The company is open to adjusting this budget allocation (potentially increasing it) based on a detailed **Marketing & Sales plan**. This means that if the plan for entering a new market or boosting sales in an existing one is promising, they are willing to consider a larger budget. The initial budget may also be influenced by the contributions of **local partners**. If local partners in the export market are willing to contribute resources or funding, this can affect the total budget available for export activities. The company is open to negotiating the budget considering these additional contributions (P. Zomerdijk, personal communication, 2024).

## **2.4. Corporate Social Responsibility**

The term "corporate social responsibility" (CSR) refers to taking accountability for how a business's actions affect people, the environment, and society. The business makes sure that none of its actions have a negative impact. Companies address or lessen problems like poverty, poor working conditions, and environmental degradation through corporate social responsibility (CSR) (Netherlands Enterprise Agency, RVO, 2023). Leveraging CSR in daily business decisions can increase the appeal to the target group (Sons, 2022).

Based on Client correspondence and the CSR model, Moersleutel Brewery engages in CSR in these aspects:

- Increasing employees' salaries if the year was profitable.
- Re-investing in company growth.
- Works with local companies that employ disabled people for re-packing.

### **2.4.1 Carrol Pyramid**

"Corporate social responsibility encompasses the economic, legal, ethical, and discretionary (philanthropic) expectations that society has of organisations at a given point in time," according to the original version of Carroll's four-part definition of CSR (Carroll, 1991, 39-48).

For more see appendix 4.

### **Economic Responsibility**

Ensuring the company's profitability through the implementation of Economic Responsibility is a fundamental prerequisite for a business to exist. Business organisations are viewed by the public as institutions tasked with developing and delivering goods and services that meet the needs and desires of society (Carroll, 2016). Moersleutel fulfils its economic responsibility by minimizing costs and maximising its revenue, investing in company growth and managing financial risks (Lor. S., 2024).

### **Legal Responsibility**

It is a prerequisite for businesses to operate that they abide by these laws and regulations (Carroll, 2016). They fulfil this responsibility by abiding by the law, complying with regulations and providing goods that meet legal requirements (Lor. S., 2024). They are registered with KVK (KVK, 2018).

### **Ethical Responsibility**

Though not formally defined by law, ethical responsibilities include all behaviours, norms, guidelines, and policies that are accepted or disapproved of by society. These expectations are intended to ensure that businesses uphold the entire spectrum of norms, standards, values, principles, and expectations that represent and respect the views of customers, staff, owners, and the community as being in line with the defence of stakeholders' moral rights (Carroll, 2016). Moerseulet fulfils its responsibility by not discriminating during the hiring process, rejecting slavery and not collaborating with companies whose values don't align with theirs (Lor. S., 2024).

### **Philanthropic Responsibility**

Philanthropy has always been a key component of CSR definitions, and this is still the case today. In the four-part model, the main distinction between the philanthropic and ethical categories is that business giving is not always expected in a moral or ethical sense (Carroll, 2016). Moersleutel currently doesn't fulfil its philanthropic responsibility (Lor. S., 2024).

For the PPP model see Appendix 4.

# CHAPTER 3: External Organisation

## 3.1: Macro environment

The term "macro environment" describes the wide external effects and factors that impact a market or industry as a whole as opposed to just one particular organisation. It includes all of the more significant social, technological, political, legal, and environmental factors that influence the environment in which businesses function (Itani, 2014). Examining every aspect is particularly helpful when launching a new company or entering a new market. PESTLE analysis is frequently used in conjunction with other macro-environment analysis models, such as Porter's Five Forces and SWOT. This gives businesses a deep understanding of their position, a better ability to evaluate risks and helps them succeed in their sector (Oxford College of marketing, 2023).

### 3.1.1 PESTLE

To assess the big landscape of the Dutch Brewing industry, the PESTLE model will be used. It is a tool for strategic management that aids in the analysis and understanding of external macro-environmental elements that may have an impact on an organisation. PESTLE stands for Political, Economic, Social, Technological, Legal, and Environmental aspects (Kenton, 2024). By strategically using or adjusting to external factors, the PESTLE model is the perfect choice for Moersleutel Brewery, offering them the needed insights to help them make informed decisions and improve their position within the industry.



**Figure 3.**  
*PESTLE.*

For a more detailed analysis see appendix 12.

## 3.2.: Meso environment

The term "meso environment" describes the precise, immediate external elements that have a direct influence on a given business, industry, or organisation. It consists of components and stakeholders who are close to the organisation and have an impact on how it operates and interacts. Customers, suppliers, rivals, authorities, intermediaries, and strategic partners are important elements of the meso environment. Organisations must examine and adjust to these elements to navigate their immediate business environment and stay competitive (Dopfur, 2004). If these forces are especially potent, they make the business sector as a whole less appealing for business entrepreneurs. This is because the chance for profitability is negatively impacted by the strength of each one of the forces. A sector that allows for "pure competition" and reasonable profit margins for all participants is the ideal one (Zhukova, 2021).

### 3.2.1 Porter's Five Forces

Porter's Five Forces model will be used to help understand the competitive market that surrounds Moersleutel's brewery. Businesses can adjust their tactics to increase profitability and stay ahead of the competition by understanding the dynamics affecting the sector. This could help businesses make improvements to a weak position or fairly leverage a strong one, all the while avoiding future mistakes (Gratton, 2024). The Five Forces Framework consists of rivalry with existing competitors, threat of new entrants, power of suppliers and buyers, and substitute of products or services and it provides an understanding of the competitive factors operating within an industry and how economic value is distributed among its participants (Harvard Business School, 2024). To better understand the competitive industry surrounding Moersleutel Brewery, Porter's Five Forces model will be used (see Appendix 13).

#### **Rivalry between Competitors**

The Dutch brewing industry is highly competitive, with established breweries like Heineken, Texels, Jopen, Uiltje, and Het IJ (Client Briefing, 2024). Moersleutel faces challenges in a growing market with 880 breweries by 2022 (Herkink, 2024). Heineken's quality, affordability, and sustainability had already set high standards for other breweries (Bez, 2019). To succeed, Moersleutel must differentiate with a strong brand, high-quality products, diverse offerings, reasonable prices, and consistency. Overcoming rivalry demands innovation, new products, and achieving economies of scale.

#### **The Threat of New Entrants**

There is a persistent but moderate threat from new entrants in the craft beer industry. The high initial costs for machinery, production, and regulatory compliance result in a less attractive industry for business entrepreneurs. Inexperience and complex regulations pose challenges, but the affordability of ingredients and machinery could slightly reduce entry barriers (Antoniou, 2017).

#### **Threats of Substitute Products and Services**

Mass-produced beers, led by international companies such as Heineken, increase the threat of substitution (Adamkasi, 2021). However local craft breweries can counter by building a strong identity, unique flavours, adjusting prices, and optimizing marketing. Despite the competition, they establish a niche through community connections, short-batch production, and strategic placements, standing out in smaller markets (Antoniou, 2017).

#### **Bargaining Power of Customers**

Customer power in the brewing industry is moderate as beer is seen as a luxury (Adamkasi, 2021). Craft beer consumers, while being less price-sensitive, they lack strong brand loyalty (Antoniou, 2017). Breweries like Moersleutel should focus on building a consistent consumer base through effective and unique marketing, catering to consumer preferences identified through research.

### **Bargaining Power of Suppliers**

Suppliers in the beer industry have a significant influence on input prices and product quality. While low supplier competition poses challenges, breweries can reduce this by emphasising on quality and innovation. Bulk buying for raw materials is crucial for economies of scale. Despite these challenges, overall supplier power is considered low due to the widespread availability of essential equipment and materials (Adamkasi, 2021).

### **CONCLUSION**

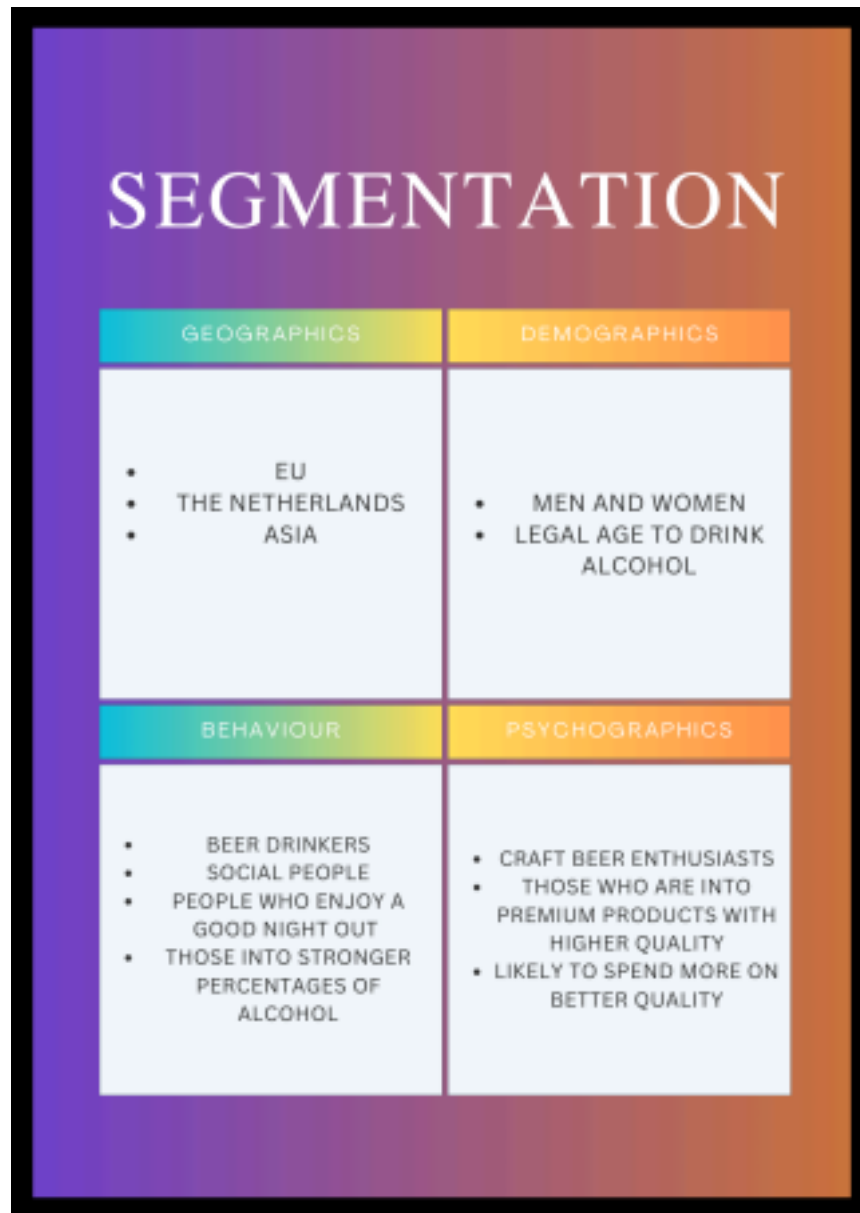
In summary, the Dutch brewing industry is marked by intense rivalry, a moderate threat of new entrants, and significant bargaining power dynamics involving customers and suppliers. To thrive, breweries like Moersleutel must focus on differentiation, innovation, and building customer loyalty. The threat of substitutes requires effective product differentiation and local craft breweries navigate this through unique marketing strategies. The moderate bargaining power of customers demands targeted marketing efforts for brand loyalty. While suppliers wield substantial power, strategic emphasis on quality and innovation can mitigate their influence. Overall, success in this competitive landscape necessitates strategic adaptation and innovation.

## **3.3: Microenvironment**

Micro-environments are forces and variables that are near the brand and have an impact on its performance and regular operations of the company (Morris, 2019). In this section of the report, we delve into the microenvironment of Moersleutel.

### **3.3.1. STP**

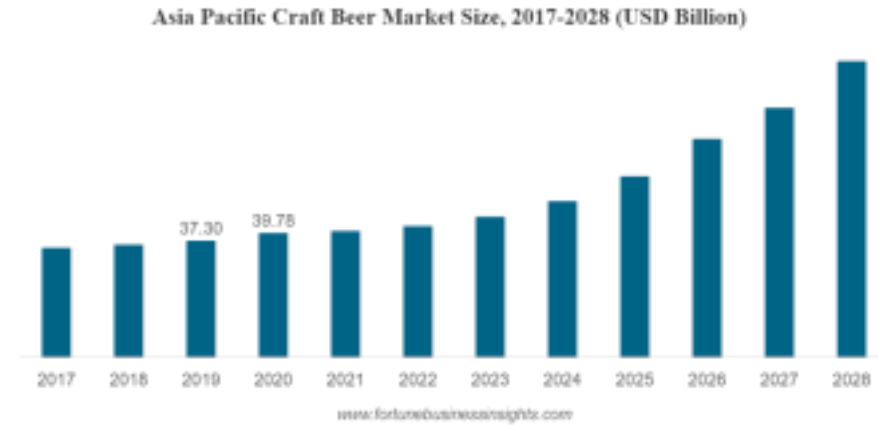
The STP model, a widely utilized marketing framework globally, is lauded for its effectiveness in streamlining communication practices and enhancing commercial effectiveness. It prioritizes selecting and developing the most valuable business segments. (Hanlon, 2022).



**Figure 4.** STP Segmentation.

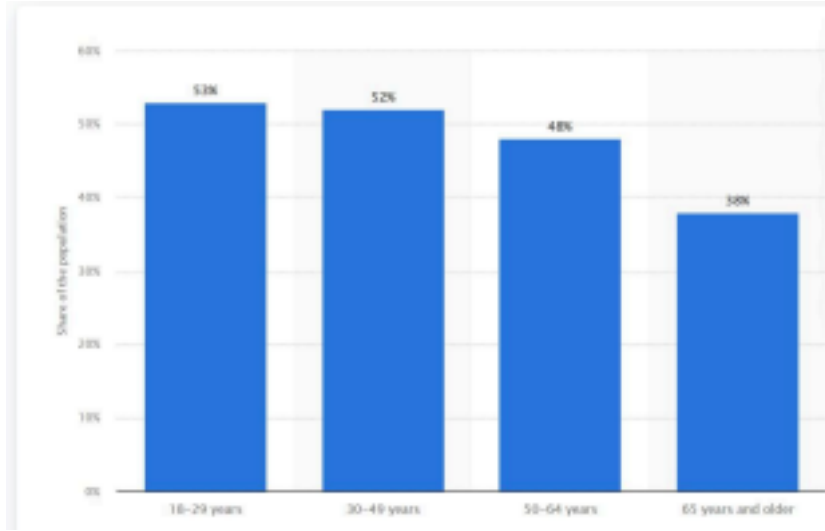
### **Segmentation**

Geographic Segmentation: Focus on regions with a strong craft beer culture and a growing market for specialty beers, Moersleutel is already present in several countries with Belgium, Germany and the Nordic countries as their main countries, Going as far as Thailand in Asia.



**Figure 5.**  
*Asia Craft beer expansion (Craft Beer Market Size, Share, Analysis | Industry Trends [2028], z.d.).*

Demographic Segmentation: Target beer drinkers of legal drinking age and above, including young adults, professionals, and enthusiasts who appreciate craft beers.



**Figure 6.**  
*Share of individuals regularly drinking beer in the Netherlands in 2022, by age (statista,2024).*

Psychographic Segmentation: Target consumers who value quality, uniqueness, and authenticity in their beer choices, and who are willing to explore new and diverse flavours.

**Targeting**

Primary Target Market: Craft beer enthusiasts and connoisseurs in the Netherlands, particularly in urban areas with a thriving craft beer scene such as Amsterdam, Rotterdam, and Utrecht.  
 Secondary Target Market: Beer enthusiasts and consumers in countries with a growing interest in craft beers, such as the United Kingdom, where Moersleutel Beers can capitalize on the

increasing demand for speciality beers despite the challenges of exporting fees. Moersleutel currently exports to 15 countries with the Nordics, Belgium, and Germany as their biggest exports.

**Positioning**

A positioning diagram is a model for visually presenting a brand's position within an industry (MindTools | Home, n.d.-b). Considering two key factors that aid in positioning the brand and its competitors on the model (Determ, 2023).



**Figure 7.**

*Positioning diagram.*

Moersleutel, BrewDog, and Sierra Nevada Brewing Co. each contribute to the craft beer landscape with distinct characteristics. Moersleutel offers a diverse range of beers at varying price points, distributed through channels like their brewery taproom, local establishments, and online sales. BrewDog, known for its global presence, adopts a multifaceted distribution approach, including its chain of bars, online sales, and collaborations with retail outlets. They offer a mix of accessible brews and premium, limited-edition releases. Sierra Nevada Brewing Co., with a well-established distribution network, produces a wide range of beers, including flagship and premium releases, and maintains a strong presence in the United States and internationally. These breweries distinguish in the craft beer market through their different approaches to beer and what it means to them.

**Positioning approach for Moersleutel**



**Quality and Craftsmanship:** Position Moersleutel Beers as a premium craft brewery known for its high-quality, handcrafted beers made with the finest ingredients and innovative brewing techniques.

**Unique Flavors and Varieties:** Highlight the brewery's diverse range of unique and flavorful beers, including traditional styles and experimental brews, to appeal to consumers seeking new and exciting tasting experiences.

**Authenticity and Heritage:** Emphasize the family-owned and operated nature of Moersleutel Beers, rooted in a rich brewing tradition dating back generations, to connect with consumers who appreciate the authenticity and heritage behind the brand.

Overall, by focusing on these segmentation, targeting, and positioning strategies, Moersleutel Beers can effectively expand its market reach, increase sales, and overcome challenges such as expensive exporting fees in certain countries, while maintaining its reputation for quality and innovation in the craft beer industry.

## Unique selling point

The USP model explains how the product and brand differ from its competition. It communicates the brand's strengths and weaknesses. The USP model assists in developing a marketing strategy that will improve the brand's qualities (Sheldon, 2022).

Moersleutel stands out as a beacon of innovation in the craft brewing industry. Moersleutel has established itself as a unique force in the business, known for its dedication to quality, numerous beer varieties, and daring flavour combinations. As we look at its distinctive selling characteristics, it's clear that Moersleutel combines inventiveness, tradition, and community engagement, distinguishing itself as a forerunner in the craft beer sector. We now take a look at the unique selling points for Moersleutel.

**Diverse Beer Styles:** Moersleutel Beers might offer a diverse range of beer styles, catering to various preferences in the craft beer market.

**Flavour Innovation:** Craft breweries often stand out by experimenting with flavours. Moersleutel may have gained recognition for innovative and distinct beer flavours, possibly incorporating unusual ingredients or brewing techniques.

**Quality Craftsmanship:** Craft beer enthusiasts often appreciate the craftsmanship involved in brewing. Moersleutel Beers might emphasize the use of high-quality ingredients, traditional brewing methods, or a commitment to excellence in their beer production.

**Engagement with Community:** Some breweries differentiate themselves through community engagement and support. Moersleutel might be involved in local events, collaborations, or initiatives that contribute to its unique brand identity.

**Artistic Branding:** Craft breweries often invest in creative and distinctive branding. Moersleutel Beers may have a unique visual identity, including label designs and packaging, contributing to its appeal.

# Chapter 4: Conclusion

Moersleutel Brewery's SWOT analysis looks at both internal and external factors, emphasising strengths, addressing weaknesses, and identifying market opportunities for premium craft beer. With this information, Moersleutel will be able to stand out and compete better in this growing market.

**Table 4.**  
*Moersleutel Brewery's SWOT.*

Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> <li>● Structured organisation.</li> <li>● Clear mission and vision.</li> <li>● Technical expertise.</li> </ul>	<ul style="list-style-type: none"> <li>● Too much focus on specialisation.</li> <li>● Limited leadership styles.</li> <li>● Possible over-focus on family dynamics.</li> <li>● Lack of CSR.</li> <li>● Regulatory vulnerability.</li> <li>● Limited market visibility.</li> </ul>	<ul style="list-style-type: none"> <li>● Diversification of team roles.</li> <li>● Innovation and product development.</li> <li>● Enhanced customer engagement.</li> <li>● Further investment in technology.</li> </ul>	<ul style="list-style-type: none"> <li>● Market competition.</li> <li>● External environmental factors.</li> <li>● Limited scalability.</li> <li>● Conscious consumers.</li> <li>● Substitution threat.</li> </ul>

For more see Appendix 13.

This concludes the extensive internal investigation of Zomerdijk's Moersleutel Brewery, a Dutch craft beer company, conducted for this report. The most noteworthy finding is the brewery's remarkable resilience and adaptability, as evidenced by its ability to carry on operations even in the face of minor setbacks.

Important topics covered in the analysis include the company's legal structure, government policy concerns, financial development, and dedication to corporate social responsibility. All of these disclosures show that Moersleutel is prepared to look into new avenues and succeed in the booming craft beer market.

For stakeholders, this research is valuable because it provides a thorough understanding of the internal dynamics of the brewery.

It helps them make well-informed decisions and plans strategically, laying the groundwork for the business's ongoing expansion and success.

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# Appendix 1: Central and Sub- questions

**Justification for central question:** Recognising Moersleutel Brewery's place in the market is important because it facilitates a thorough assessment of the business's operations, competitive environment, and strategic options, which improves organisational planning and decision-making. The brewery can effectively leverage its strengths, address its weaknesses, and seize opportunities by having a clear understanding of its market position. Moersleutel Brewery can improve its marketing tactics, product offerings, and distribution networks to better satisfy customer needs and preferences by comparing itself to competitors and assessing market dynamics. The brewery can also ensure resilience and sustainability in a competitive landscape by evaluating its market position, which helps it anticipate and mitigate potential threats like regulatory changes or shifting consumer trends. Strategic growth and long-term success in the Dutch craft beer industry are largely dependent on having a thorough understanding of Moersleutel Brewery's market position.

**General sub-question justification:** By analysing Moersleutel Brewery's strengths, weaknesses, opportunities and threats within the premium craft beer market it will give a conclusive image of their market position.

**Sub-question justification:**

1. What are the **strengths** and unique selling points of Moersleutel Brewery in the Dutch premium craft beer industry?

Evaluating Moersleutel Brewery's competitive advantage requires an understanding of its advantages and special selling points. We can determine their consumer appeal and market expansion potential by figuring out what makes them unique in the Dutch premium craft beer market. This analysis is useful in developing strategic positioning and differentiation strategies.

2. What are the internal **weaknesses** and limitations of Moersleutel Brewery that need to be resolved?

Understanding Moersleutel Brewery's internal shortcomings and constraints helps identify areas that need improvement or strategic attention. By addressing these problems, the company's competitiveness and market position will eventually be strengthened. Other benefits include improved operational efficiency, higher-quality products, and higher customer satisfaction.

3. What are the **opportunities** in the premium craft beer industry that Moersleutel Brewery can capitalise on?

Moersleutel Brewery can take advantage of new trends, consumer preferences, or market gaps by evaluating opportunities in the premium craft beer sector. To maximise market penetration and expansion, the brewery can customise its strategies and offerings by identifying growth areas or unexplored market segments.

4. What are the potential **threats** and challenges that Moersleutel Brewery could face including competition, regulatory issues or market uncertainties?

Moersleutel Brewery evaluates possible threats and challenges, such as competition, legal problems, or market uncertainties, to foresee risks and create backup plans. To maintain long-term growth and competitiveness in the market, proactive management of challenges and risk mitigation are made possible by an understanding of these external factors.

## Appendix 2: PMC

**A Product Market Combination (PMC)** involves pairing a specific product with a targeted customer group. To analyse the PMC of Zomerdijk Brewery we will use the Abell model because it broadens the scope of business strategy through three key dimensions: identifying target customer groups, defining the customer needs, and determining the technological means to fulfil these needs (Rudnicki, W., & Vagner, I., 2014). *(For a more detailed description of the Abell model please see Appendix 1)*

### **Customer group:**

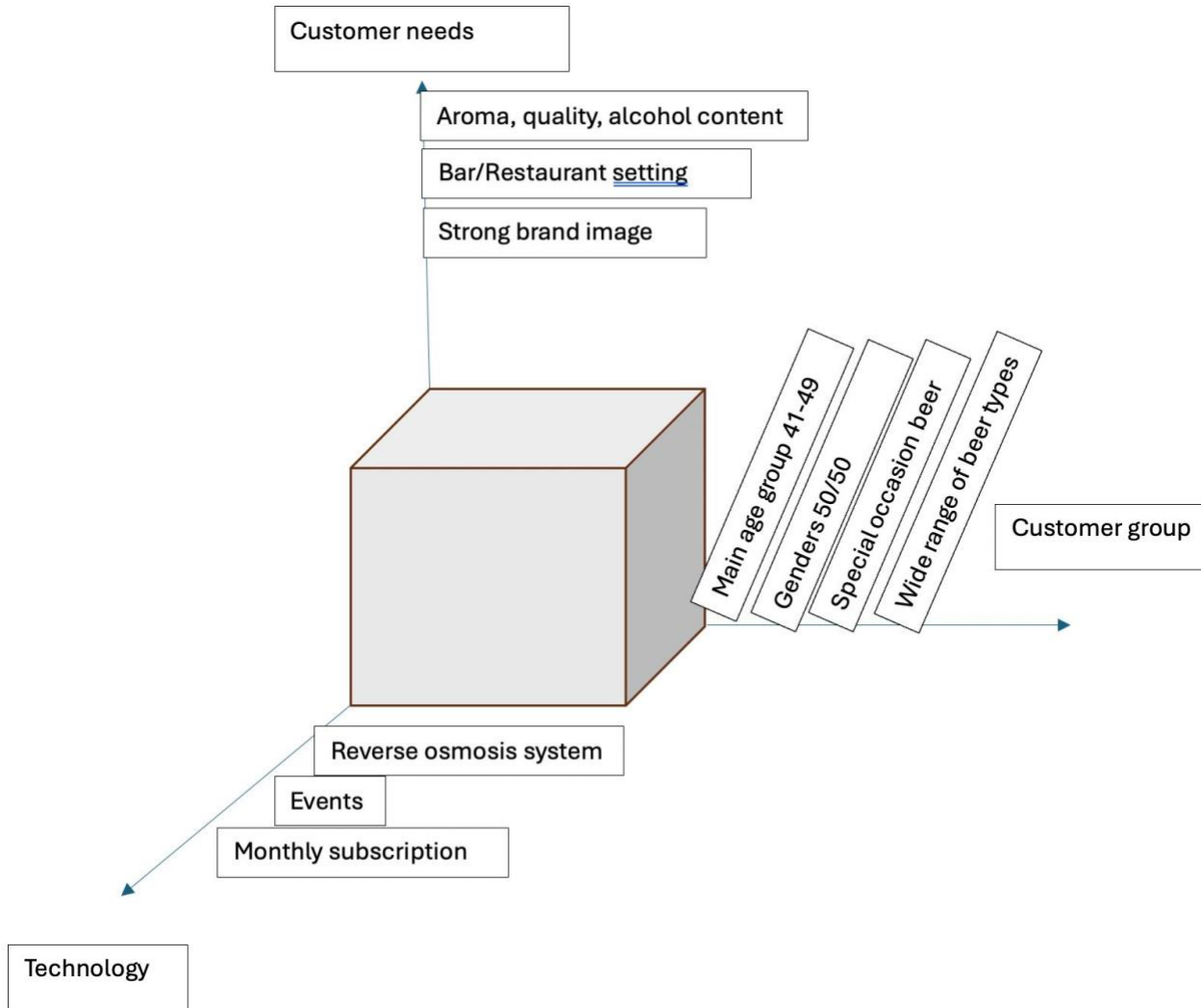
The main customers are adults aged 41-49, who drink craft beer most frequently, while those over 50 are less interested (Aquilani, B., Laureti, T., Poponi, S., & Secondi, L., 2015). Craft beer enthusiasts, often those who enjoy beer alone and several times a month, prefer a wide range of beer types, showing a particular fondness for IPA and blond beer and a variety of flavours or aromas (Jaeger, S. R., Worch, T., Phelps, T., Jin, D., & Cardello, A. V., 2020). This brewery, known for its premium, higher-priced offerings, also attracts younger Dutch consumers willing to invest in sustainable products with higher alcohol content, demonstrating a commitment to quality, diversity, and responsible drinking. Gender does not significantly influence craft beer preferences, and commercial beer drinkers often view craft beer as a choice for special occasions (van Hasselt, M. J. L., 2020).

### **Customer needs:**

According to Aquilani et al. (2015), when choosing their type of beer, craft beer enthusiasts prioritize aroma, quality, and alcohol level in their beer choices. They prefer enjoying craft beer in social settings like bars or restaurants, with their favourite time being dinner and company with friends or colleagues. The main reasons for choosing local over commercial beer include its high quality and unique flavours (Lerro, Marotta, & Nazzaro, 2020). Craft beer consumers also highly value authenticity and a strong brand image, which distinguish these brands from mass-produced options (Rodrigues, P., Pinto Borges, A., & Sousa, A., 2022)

### **Technology:**

Moersleutel Brewery uses a semi-automated brewing system that maintains consistency in each beer batch by carefully adjusting temperature and ingredients to achieve distinctive Moersleutel flavours. They prioritise excellence by purifying their water with a reverse osmosis system to eliminate impurities, ensuring a pure taste (Moersleutel, 2023). The brewery's proficient event management is evident in the high demand and booking of their popular beer tours and the popularity of events organised at Alkmaar's taproom showcasing their customer-centric approach, providing a venue for beer enthusiasts to enjoy freshly tapped Moersleutel beers (Moersleutel, 2024). This is complemented by their webpage, where customers can purchase beers or subscribe to a monthly selection of brews (Moersleutel, 2024b). In pursuit of technological advancement, Moersleutel has collaborated with Zomerdijk Engineering BV to integrate advanced packaging and canning solutions, ensuring that their products are presented and preserved to the highest standards (*About – Zomerdijk Engineering*, z.d.). Additionally, the brewery's global presence is facilitated by its beers being available on tap in 12 other countries (Client debriefing, 2024).



**Figure 8.**

*PMC.*

## Appendix 3: The Abell Model

The Abell model improves on the Ansoff model by using three dimensions to define a company's business and find growth and diversification areas. It asks three key questions to shape the company's mission: **1. Who are our target customers?** This helps identify the group of people or organizations the company aims to serve. **2. What service or need do we fulfil for the customer?** This focuses on the specific benefits or solutions the company offers. **3. How do we deliver these services or fulfil these needs using technology?** This looks at the methods or technologies the company uses to meet customer needs. In the Abell model, we examine the **Market Group Dimension**: Determining who we are serving. **Problem-Solving Dimension**: Identifying the needs we aim to meet. **Technology Dimension**: Understanding how we meet these needs. This approach helps companies understand their business better, identify new growth opportunities, and plan their strategies effectively (Rudnicki, W., & Vagner, I., 2014).

## Appendix 4: CSR, CARROLL PYRAMID, PPP

**JUSTIFICATION FOR CSR:** The term "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, 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). Furthermore, CSR strategy is important because it can help attract and retain employees, foster a more productive and positive work environment, and encourage workers to do good and volunteer, all of these aspects can boost companies reputation (Heyward, 2020).



**Figure 9.**  
*Carroll Pyramid Model (Carroll, 2016).*

**Justification:** A.B. Carroll defined CSR as comprising four elements: economic, legal, ethical, and philanthropic expectations that society places on organisations at any given time (Carroll, 1991). Each obligation addresses a different effect on a different stakeholder and has the potential to have a big influence on a company's operations. The Carroll Pyramid Model makes it clear that Zomerdijk Brewery's stakeholders and employees are significantly impacted by its financial obligations. For example, during the client briefing Pip mentioned that due to new regulations on how alcohol is taxed (now depends on alcohol percentages and not on sugar content) the Brewery has to pay double as much in taxes per hectoliter as before (Zomerdijk, 2024). This can impact their ability to pay wages, invest, expand, etc. Additionally, a reason to do Carroll's pyramid is that it helps clarify the responsibilities that companies CSR should encompass - all organizational activities, goals and processes - ensuring that effective CSR is accomplished (MindTools, n.d.). Furthermore, the Carrolls Pyramid Model can be used as a sustainable framework for stakeholders (Carroll, 2016).

### **Economic Responsibility**



Ensuring the company's profitability through the implementation of Economic Responsibility is a fundamental prerequisite for a business to exist. Business organisations are viewed by the public as institutions tasked with developing and delivering goods and services that meet the needs and desires of society (Carroll, 2016).

**According to S. Lor (client correspondance, March 4, 2024) Moersleutel Brewery:**

- Minimizes cost - maximises revenue. Prices produce more than it costs to make and manage labour expenses to maintain higher revenue.
- Invests profit into growing and expanding the business long-term.
- Manages financial risks.
- They work with local companies that employ disabled people for re-packing. Thus supporting the local economy, and giving disabled people jobs.

### **Legal Responsibility**

It is a prerequisite for businesses to operate that they abide by these laws and regulations (Carroll, 2016).

**According to S. Lor (client correspondance, March 4, 2024) Moersleutel Brewery:**

- Abides law.
- Compliance with regulations.
- Fulfills their legal obligations to stakeholders.
- Provides goods that meet legal requirements.
- Conduct themselves as law-abiding corporate citizens.

### **Ethical Responsibility**

Though not formally defined by law, ethical responsibilities include all behaviours, norms, guidelines, and policies that are accepted or disapproved of by society. These expectations are intended to ensure that businesses uphold the entire spectrum of norms, standards, values, principles, and expectations that represent and respect the views of customers, staff, owners, and the community as being in line with the defence of stakeholders' moral rights (Carroll, 2016).

**According to S. Lor (client correspondance, March 4, 2024) Moersleutel Brewery:**

- No slavery.
- No discriminatory hiring.
- No collaborations with companies that don't align with their morals.

### **Philanthropic Responsibility**

Philanthropy has always been a key component of CSR definitions, and this is still the case today. In the four-part model, the main distinction between the philanthropic and ethical categories is that business giving is not always expected in a moral or ethical sense (Carroll, 2016).

**According to S. Lor (client correspondance, March 4, 2024) Moersleutel Brewery:**

- **Currently isn't donating to any charities or causes.**

## PPP model

A business concept known as the "triple bottom line" states that companies should measure not only their financial performance but also their social and environmental impact, as opposed to concentrating only on making a profit—the traditional "bottom line" (Miller, 2020).

**Justification:** Businesses today cannot afford to prioritise profits over all other considerations. Concerns about how businesses affect society and the environment are growing among investors, customers, and staff (Kolkowska et al., 2023). Compared to financial profitability, the triple bottom line does not necessarily prioritise social and environmental impact. By embracing sustainable business practices, however, many companies have experienced financial gains (Miller, 2020). Reducing waste, utilising post-consumer recycled materials, and even collaborating with suppliers who have implemented eco-conscious policies are all ways that a business can show its dedication to people, the environment, and profitability (Grand Canyon University, 2021).

## People

The people aspect refers to all possible stakeholders.

This covers the workers and investors of the business, in addition to its clients, the impacted local communities, and individuals at each step of the supply chain. It even extends to future generations who might be impacted by the actions of the company. According to the "people, planet, and profit" theory, a company needs to make sure that everyone who is impacted by it will gain something (Grand Canyon University, 2021).

Stakeholders of Moersleutel Brewery and how they are treated:

- Individual importers in each country they export to are kept informed via emails and meetings. There is usually only one importer per country which ensures undivided attention and communication (Lor. S., 2024).
- Employees are regularly informed via meetings, email, and Teams. There are monthly gatherings with presentations to keep everyone informed. Additionally, when needed employees get training and courses. They also keep track of KPIs individually and per team (Lor. S., 2024).
- Moersleutel also works with local companies that employ disabled people for re-packing. They aren't exploited, and get fair wages (Lor. S., 2024).

Partners:

- Moersleutel Brewery has one importer per country which is their partner. They are kept regularly informed via emails and meetings (Lor. S., 2024).

## Planet

Corporations have a significant impact on the environment through their various operations, which range from using their supply chain to building new facilities. According to Elkington, a company's dedication to environmentally sound practices and policies supports its profitability (Grand Canyon University, 2021). As of right now, Moersleutel isn't doing anything to ensure sustainability, offset carbon emissions or ensure environmentally friendly packaging, delivery, and production (Lor. S., 2024). They want to first optimize their process (Lor. S., 2024).

## Profit

It is meant to include all of a company's effects—both positive and negative—on the regional, governmental, and international economies (Grand Canyon University, 2021).

Moersleutel re-invests their profit into the development of the brewery. Profits lead to salary increases for the employees. Currently, the client doesn't majorly impact regional, governmental, or international economies as they are still a niche product (Lor. S., 2024).

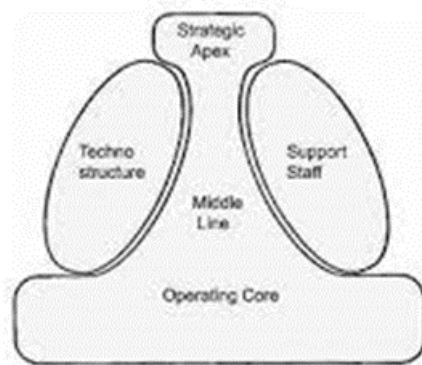
### **Conclusion**

Moersleutel Brewery displays aspects of corporate social responsibility (CSR) by emphasising profitability, making long-term growth investments, and supporting the local economy by collaborating with businesses that hire people with disabilities. Still, there's room for improvement in terms of completely implementing CSR principles. They uphold ethical norms like no slavery and discriminatory hiring while legally abiding by the law and meeting stakeholder obligations. However, there is a lack of philanthropic responsibility, such as charitable giving. While concentrating on the people and profit dimensions, the planet dimension has room for improvement. Moersleutel Brewery could better align itself with the triple bottom line principle by implementing sustainable practices and environmental initiatives, which would benefit society beyond its immediate business operations.

# Appendix 5: Structure

## Model definition

The Mintzberg model is used to put organizations into five categories. The strategic apex, operating core, middle line, technostructure, and support staff. All these elements have a specific role within the organization. The model describes five organisational structures based on these elements: simple structure, machine bureaucracy, professional bureaucracy, divisionalized structure, and adhocracy. These structures vary in centralization, formalization, and flexibility, and they keep evolving due to economic and technological changes (ACCA, 2024).



**Figure 10.**

*Mintzberg model.*

The key parts of an organization

- The strategic apex is the highest management and its supportive staff.
- The operative core is the workers who complete the tasks.
- The middle line is the managers over departments and small sections of the company.
- The technostructure could be analysts.
- The support staff are people who provide indirect services.

(Lunenburg, 2012)

**Table 1. Mintzberg's Five Organizational Structures**

Structural Configuration	Prime Coordinating Mechanism	Key Part of Organization	Type of Decentralization
Simple structure	Direct supervision	Strategic apex	Vertical and horizontal centralization
Machine bureaucracy	Standardization of work processes	Technostructure	Limited horizontal decentralization
Professional bureaucracy	Standardization of skills	Operating core	Vertical and horizontal decentralization
Divisionalized form	Standardization of outputs	Middle line	Limited vertical decentralization
Adhocracy	Mutual adjustment	Support staff	Selective decentralization

**Figure 11.**

*Organisational structures (Lunenburg, 2012).*

#### Simple Structure

The key part of the simple structure lies within the strategic apex, it uses direct supervision and employs vertical and horizontal centralization. Examples of the simple structure are small corporations, new departments, and some retail stores. The structure is mostly built up on the top manager and some of its workers as the operative core. Within such corporations, there is no technostructure and no support staff. The operative core has overlapping tasks to complete the structure of the organization (Lunenburg, 2012).

#### Machine Bureaucracy

For the machine bureaucracy, the technostructure is its key part, it employs limited horizontal decentralization. Machine bureaucracy has a high level of formalization and specialization. It also has a large technostructure and support staff department. There is less overlapping in tasks to be completed and decisions are centralized. These structures are stable and are there to achieve internal efficiency. Examples of this structure are car manufacturers or large government organizations (Lunenburg, 2012).

#### Professional bureaucracy

The operating core is the main part of this structure, it employs vertical and horizontal decentralization. The top management in professional bureaucracy is rather small and there are a few middle managers. The technostructure is generally small, however the support staff is larger to provide more support to the operating core. The organizations that fit into this category as more often than not large (Lunenburg, 2012).

#### Divisionalized form

The divisionalized form uses the middle line as its most important aspect, it employs vertical decentralization. There is little coordination among the different divisions. Each division is quite centralized and each of those divisions tends to lean towards a machine bureaucracy. Support staff is also there in each of the divisions. Big corporations are most likely to be a divisionalized form after a while (Lunenburg, 2012).

## Adhocracy

The adhocracy was added later to the Mintzberg model, it maintains selective patterns of decentralization. The support staff is a key part of the adhocracy. There is a small to no technostructure in this form, however, the support staff plays a big part in supporting the structure. Adhocracies are a good form of quick adaption to changing environments. The organizations that you can define as adhocracy are usually middle-sized corporations (Lunenburg, 2012).

# Appendix 6: Staff

## Model definition

The Belbin team roles method is a method that addresses what kind of roles the workers have within an organization. Applying this model to an organization might expose opportunities to make the company run better if not everyone is in the team role where they perform the best (Belbin Team Roles HQ, 2014). The Belbin team roles method describes 9 different team roles. These roles are.

Resource investigator: An outgoing person who is enthusiastic but might be over-optimistic and can lose interest rather quickly (Belbin, n.d.).

Teamworker: A Cooperative person who listens very well however, they can be indecisive, and tend to avoid confrontation (Belbin, n.d.).

Co-ordinator: The co-ordinator is a mature and confident person however, they can be seen as manipulative and might delegate their work too much (Belbin, n.d.).

Plant: The plant is a creative and imaginative person, often generating ideas but they might ignore incidentals (Belbin, n.d.).

Monitor evaluator: The monitor evaluator is a sober and strategic person, but they sometimes lack the drive and ability to inspire others (Belbin, n.d.).

Specialist: The specialist is single-minded and dedicated however, they tend to dwell on the technicalities too much (Belbin, n.d.).

Shaper: The shaper provides the necessary drive and thrives on pressure however, they can be prone to provocation and could come across as offensive (Belbin, n.d.).

Implementer: The implementer is a reliable and practical worker, they can be a bit inflexible and slow from time to time (Belbin, n.d.).

Completer/Finisher: The finisher makes sure the product is of the highest quality and is prone to searching out errors however, they can worry too much and find it difficult to delegate work (Belbin, n.d.).

## Applying the model

Zomerdijk Brewery showcases on their website who works there and what their tasks are, using this information I will categorize the company and see which person is doing what role and what the volumes

are of these roles (Moersleutel, n.d.). All in-bracket titles will be directly derived from the Moersleutel website.

Resource investigator: Inger (inside sales rep), Hans (sales rep), Robin (sales rep), Ron (sales rep), Emmanuel (sales/brand manager France).

Teamworker: Jorge (brewer/remote assistance), Pim (co-owner/navigator), Max (co-owner/engineering).

Co-ordinator: Ferdie (sales), Pedro (logistics miracle).

Plant: Charlotte (community spokesperson), Fenna (marketeer/creative chaos controller), Austen (packaging).

Monitor evaluator: Sowady (export/international crusader), Gardner (brewer/beer planning).

Specialist: Floris (packager), Barry (packager), Thijs (packager), Wim (packager), Michiel (brewer), Rowan (brewer), Tim (brewer), Wendy (finance), Sjaak (co-owner), Rob (co-owner).

Sharper: Tom (co-owner/man of the machines), Margreet (co-owner).

Implementer: Bobby (logistics/can & handyman).

Completer/finisher: Mark (brewer/chef beer consistency).

# Appendix 7: Shared values

## Model definition

The Ashridge Model, also known as the Ashridge Mission Model, originates from the Ashridge Strategic Management Centre, offering a structured approach to defining mission, strategy, and culture within organizations. It begins with finding the mission, purpose, and values, followed by implementation. Benefits of the Ashridge Model include enhanced clarity, improved decision-making, and a well-made organizational culture. Overall, the model aids in maintaining focus on core purpose while navigating dynamic environments, fostering strategic alignment and resilience (Gennaro Cuofano, 2023).

Simply said the model is made up of 4 parts, you have to research the company to find out the goal, values, strategy, and behavioural norms. With those, you will be able to conclude the mission that fits the company (Janse, 2022).

## Applying the model

### Purpose

The company existed from the start because the 4 brothers who started the company wanted to show their dad that they were equally as good as him in brewing beer (*Brewery*, 2023). Nowadays their drive, their purpose seem to be to create not the most quantity in beer but the most quality. Focussing on a few types of beer but trying to lead the world market in these beers. (P. Zomerdijk, personal communication, February 9, 2024). "We want to focus on one or two things, and we want to be the best in that, so that was our drive, to be the best." "Our ambition is in 2046, leading the premium craft beer segment through fearless innovation, and great quality."

### Strategy

"So it's focusing on quality, focusing on being the best, we're trying to really, be the premium brand on the market as well, in the retail, as in the horeca." By Pim Zomerdijk (P. Zomerdijk, personal communication, February 9, 2024). This statement from our client briefing shows what was repeated more often than not. Quality and being a premium brand. Moersleutel wants to outplay its competitors by being seen as the premium speciality beer brand.

### Values

"Our core values, so we have three core values, family, ingenious, and driven, which we always try to look at internally, so it's about, like family, so it's about collaborating with your colleagues, it should be fun working here, and it's a job with the most important things that we like to do at the end of the day." (P. Zomerdijk, personal communication, February 9, 2024). The company is family-driven, having started



from the base of being family and still being completely family is seeable through their values. Pim states that one of their core values is family, the company is owned by him, his 3 brothers and his parents.

## Appendix 8: Systems

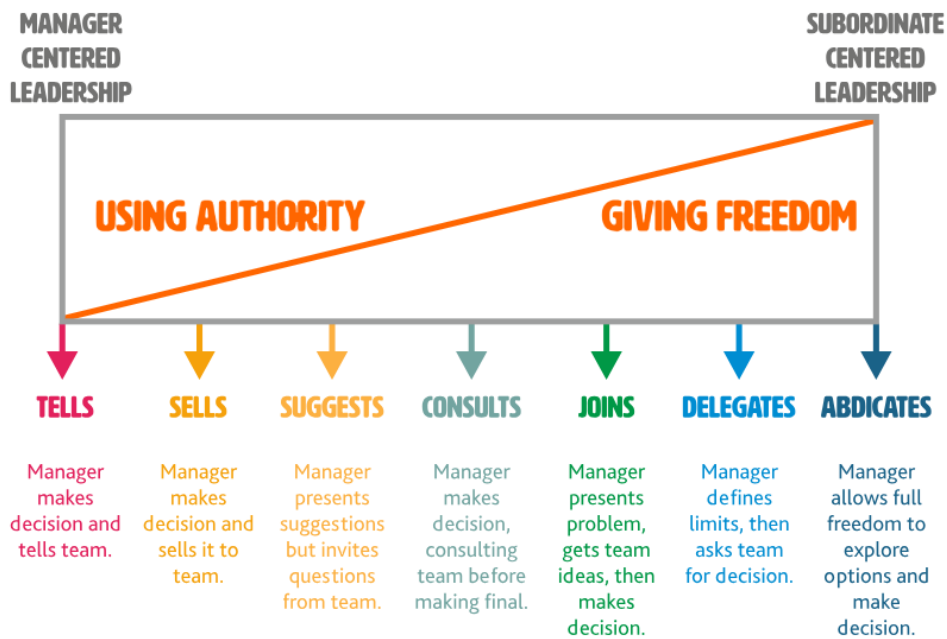
### **Model definition**

The systems theory of organizations takes a look at systems from an alternative perspective. Before the theory was invented, organizations were often looked upon as machines, this theory gave a new insight into organizations (Lyon, 2017). The theory explains that organizations of interconnected subsystems work together to form the organization. Originating from biology and science systems, this theory provides a more holistic view of organizations. It categorizes systems as open, interacting with their environment, or closed, operating independently (Ezenwa, 2023).

# Appendix 9: Style

## Model definition

The Tannenbaum and Schmidt Continuum of Leadership shows seven management styles, varying by how much control the manager has over the team. It also reflects the level of team autonomy, with collaborative methods on the right and manager-set tasks on the left. Every type of leadership style is required on different occasions, being able to assess each situation and adapt to the best-fitting leadership style increases the effectiveness of teams and organizations (McPheat, 2022).



**Figure 12.**

*Tannenbaum and Schmidt Continuum of Leadership (McPheat, 2022).*

# Appendix 10: Skills

## Model definition

For the skills, I choose to use the three-skill approach to leadership. This is a theory written by Robert Katz. According to the theory a leader/manager needs to possess three skills to thrive in their managerial work. These three skills are technical, human, and conceptual skills. Having these leadership skills is an essential part that enables leaders to guide teams and accomplish goals (Weerasundara, 2021).

Technical skills: Technical skills are the skills to specifically know how to get projects done. It's about knowing how to perform the tasks and activities involved in each project and in running a business. These skills are important, especially for managers who deal with the tasks in a project more often (Jaqua Ecler & Terry, 2021).

Human skills: Human skills are all about how one can communicate and work alongside other people. It is necessary to have the skills to understand others and see what their needs and wants are. Leaders need to possess strong human skills and should be able to bring people together, encourage teamwork, and make sure the team is striving towards the same goal (Jaqua Ecler & Terry, 2021).

Conceptual skills: Conceptual skills involve the ability to think critically and see the bigger picture at the end of the road. Leaders with strong conceptual skills can analyse situations more clearly and identify possible problems or trends that are developing. They also have to be great at setting up long-term goals for the organization (Jaqua Ecler & Terry, 2021).

## Applying the model

Technical skills: Pim Zomerdijk the CEO of the brewery company has plenty of technical skills to run the company. Growing up, learning how to brew from his father he knows how to make the product that he wants. Besides this point, he has a degree in engineering making him more technically knowledgeable about the brewing machines they use (P. Zomerdijk, personal communication, 2024).

Human skills: The human skills are present with a CEO such as Pim Zomerdijk. Pim and Sowady both talked a lot about the family's feelings in their company. It is one big family that gets treated as one. To make a family operate it is necessary to listen to other people and make everyone feel heard. There are also monthly meetings such as pep talks (P. Zomerdijk, personal communication, 2024).

Conceptual skills: If we look at the history of the Zomerdijk brewery there have been many innovations that showcase that the leaders of the company throughout all time were equipped with conceptual skills. In 2015 where they said their beer was "slootwater" (Moersleutel, n.d.-a). All the way being amongst the best in the craft beer industry in The Netherlands. Innovating the flavours, but also splitting up the company into two companies. Rather than purely focusing on beer also focussing on building the machines to make the beer with their second company (P. Zomerdijk, personal communication, 2024).

# Appendix 11: Strategy

## Model definition:

The value discipline model by Michael Treacy and Fred Wiersema identifies three main areas where companies can excel to differentiate themselves from competitors: Operational Excellence - Focus on efficiency and cost-effectiveness, offering products or services at competitive prices with convenience, Product Leadership - Focus on efficiency and cost-effectiveness, offering products or services at competitive prices with convenience, and Customer Intimacy - Emphasise personalised services and products made to meet specific customer needs, building strong loyalty (FDieffenbacher, 2024).

## 4P's Model:

- **Product:** This represents a product or service intended to meet the needs and desires of the consumer. It is crucial to determine what sets a product or service apart from rival offerings to promote it successfully (Kenton, 2024). Its attributes, including design, volume, and brand, contribute to its perceived value, influencing pricing and marketing decisions. Companies can enhance or modify elements like packaging, after-sales service, warranties, and pricing to meet objectives or expand into new markets. Successful marketing involves adapting strategies at each stage of the product life cycle: introduction, growth, maturity, and decline. Marketers must navigate these stages to ensure sustained product success (Corporate Finance Institute, 2024).
- **Price:** The cost of a product plays a pivotal role in determining sales volume and overall business profitability. Factors such as demand, costs, competitor pricing strategies, and government regulations are key considerations in pricing decisions. The perceived value of a product often influences its pricing more than its actual value, allowing for adjustments to convey exclusivity or enhance accessibility (Corporate Finance Institute, 2024). Determining the appropriate price level requires considering several variables, including perceived value, customer demand, rivalry, and manufacturing costs. Companies must carefully analyse their pricing plan to make sure that it fits with their brand positioning, overall marketing goals, and target market's willingness to pay (VCMO, 2024).
- **Place:** Place in marketing involves selecting the location for product availability, focusing on trade channel management to ensure convenient access for customers at the right time and place (Corporate Finance Institute, 2024). Important decisions in this area include where to locate products that are for sale and how much to charge for them. A thorough analysis of the physical locations and digital marketing channels where the target audience purchases and consumes content is necessary to determine the optimal venues to market and sell products (Coursera, 2024).
- **Promotion:** Promotion aims to convey the product's necessity and appropriate pricing to consumers, covering advertising, public relations, and media strategies. In the digital era, the online presence of a product, including its position on a company's website or social media and the use of targeted ads based on search functions, is closely tied to both promotion and placement elements to reach core audiences (Twin, 2024). The key components of promotional efforts include advertising, which communicates sponsored messages to sell a product, and public relations, managing the flow of information to the public. Additionally, marketing strategy plays a vital role, in identifying the target market and using tools like advertising to penetrate it. In the digital age, promotion extends to online elements, such as optimizing search functions,

designing webpages, and managing content on social media platforms (Corporate Finance Institute, 2024).

**Product:**

Moersleutel Brewery offers a diverse range of craft beers, each with its unique flavours and characteristics. The brewery focuses on creating high-quality and innovative brews that cater to varying consumer preferences (Client Briefing, 2024)

Moersleutel offers craft beers with a variety of tastes. They especially focus on making beers that people truly enjoy, brewing them to be big, bold and flavorful by using the most exquisite and finest ingredients. With 33 different tastes and 9 different styles (Moersleutel, 2024).

**Price:**

Moersleutel Brewery positions its craft beers at competitive and reasonable prices, reflecting the quality and craftsmanship behind each product (Client Briefing, 2024). The prices usually range from 3,99 euros to 8,99 euros per beverage. The pricing strategy considers market trends and the perceived value of the unique beer offerings (Moersleutel, 2024).

**Place:**

Moersleutel Brewery distributes its craft beers through a variety of channels, including Supermarkets such as Albert Heijn and Jumbo, local pubs, bars, and other selected retailers. In the future, they aim to be more available in the catering industry (Client Briefing, 2024). Additionally, the brewery has its taproom named the “Scrapyard” where customers can experience their products firsthand and engage with the brewing process (Moersleutel, 2024).

**Promotion:**

Moersleutel Brewery uses its employees' persuasive and unique advertising to inform and attract customers, in addition to using E-commerce where they can directly promote their products to customers. The promotion strategy includes engaging social media campaigns, participation in craft beer festivals, and collaborations with other brands to enhance visibility and build a strong brand image (Client Briefing, 2024).

# Appendix 12: PESTLE

## Political factors:

- **Alcohol Regulations:** The operational environment of breweries can be influenced by government restrictions on the manufacture, distribution, and sale of alcoholic beverages, such as beer. This covers things like age limitations, advertising regulations, and licensing requirements. The purpose of municipal alcohol sales regulations is to control access to alcohol for residents or to earn money. This can be achieved through taxation, state-sponsored stores, or other means (Radcliffe, 2023). For example in the Netherlands, you cannot purchase alcohol until you are 18 years old (Government of The Netherlands, n.d.). Additionally, there have been some discussions about obligating alcohol producers to list the full ingredients and nutritional values on the label instead of only listing the alcohol content and allergies, like it is now. The implementation date for this measure remains uncertain as it depends on the approval by both the upper and lower houses of parliament or the proclamation of the Order in Council (Business Government NL, n.d.).
- **Political Instability:** Political instability in entrepreneurial finance brings both risks and opportunities. A key risk is reduced investor confidence, limiting foreign investment for startups. Political uncertainties can lead to inflation, currency depreciation, and higher interest rates, impacting financial management. However, amidst challenges, political uncertainties may foster opportunities for innovative solutions to societal and economic problems. Entrepreneurs adapting to changing conditions can gain a competitive edge over larger, established companies (Tawfiq, 2023). For example in 2022, global inflation spiked due to substantial growth in gas prices, primarily influenced by the conflict in Ukraine, a key energy supplier. Europe, heavily reliant on Russian gas, faced intensified inflation pressures. The Netherlands especially, with a higher proportion of gas in its energy mix, experienced a pronounced price shock, rendering the country susceptible to fluctuations in market conditions. (Armendariz, Myrvoda, 2023). This political instability in Europe might still have effects on Moersleutel Brewery's finances as production costs were increased due to inflation.

## Economical factors:

- **Inflation Rates:** According to the EU's economy and finance, a notable decline in private consumption spending has occurred in the last years due to the effects of the rising inflation rates in Europe caused by the Ukraine-Russia war. However the private consumption rate in 2023 had slowly started picking up and it is expected to fully recover in 2024, as real wages increase due to the declining inflation rates and the strong nominal wage growth. (EU economy and finance, 2024)
- **Disposable Income:** The Netherlands' beer consumption can be influenced by several macroeconomic factors, including GDP growth, employment rates, and consumer attitude (Radcliffe, 2023). According to the Dutch Central Office for Statistics, the GDP increased by 0.1 percent resulting in increased private consumption by 3.0 percent contributing to the economic growth in 2023 (CBS, 2024). Increased disposable income levels in the Netherlands allow people

to spend more money on leisure activities, such as clubbing or going out for drinks. This further helps the expansion of the Dutch brewing industry (Statista Market Insights, 2024).

- **Supply Chain Costs:** Beer prices, like other products, follow the rules of supply and demand. The cost of ingredients, especially grains, directly affects the pricing of beer. Factors like weather conditions or trade policies impacting agriculture can lead to changes in ingredient prices. Craft breweries in the Netherlands like Moersleutel might face challenges due to the cost of locally sourced ingredients, which can be higher than imported ones, making it difficult for them to produce beer in the competitive pricing market (Radcliffe, 2023).
- **Competition in the Market:** Breweries in the Netherlands face several challenges despite the success of the industry. Competition from major commercial breweries such as Heineken, Amstel, and Grolsch is one of the main obstacles. Because of the significant market share and the powerful marketing resources these companies have, it is more difficult for small craft breweries like Moersleutel to get the attention they need (Xtra Food Magazine, 2023).

#### **Social factors:**

- **Craft Beer Movement:** Craft beer is becoming more and more popular, which is indicative of a social movement in favour of supporting small businesses and original products. To satisfy customers who want a wide variety of premium beers, breweries may need to adjust their operations. Due to a growing need for distinctive, premium goods with a wide variety of flavours and styles, Dutch consumers are favouring craft beers and speciality brews more and more. A wider range of beer selections is now available to customers because of the rise in speciality beer stores and pubs that have been fuelled by the desire for craft beers (Statista Market Insights, 2024).
- **Cultural Preferences:** Beer styles that are popular in the market are influenced by the cultural tastes and drinking habits of the Dutch. For brewers to succeed, they must recognize and satisfy regional tastes. Many well-known beer brands, like Heineken and Amstel, are produced in the Netherlands, which is recognized for its love of beer (Statista Market Insights, 2024). Dutch consumers—including those who buy craft beer—are becoming more knowledgeable and engaged about the food and beverages they buy. Both products with unique flavours and packaging and breweries with a compelling backstory have a competitive edge. Craft beers aged in barrels and those made in well-known cities are becoming more and more popular lately because of their affinity with the local (food) scene. In the Netherlands, the consumption of craft beer is driven by storytelling, provenance, and originality (Pinckaers, Foreign Agricultural Service, 2021).
- **Socialising Habits:** Beer consumption may be impacted by social trends, such as how people socialise and the places they choose to gather. Modifications in social behaviours could impact the market for distinct beer varieties or container designs. Beers with less or no alcohol are becoming more and more popular as people choose healthier lifestyles. This change is motivated by a desire to cut back on alcohol intake without sacrificing the flavour and social elements of drinking beer. (Statista Market Insights, 2024).
- **Celebration and Festivals:** Seasonal fluctuations in beer consumption can be attributed to Dutch cultural and social events, festivals, and celebrations. Beer companies might adjust their promotions and product lines to coincide with these events. On King's Day in the Netherlands, the

country's biggest party, indulging in beer or wine is a widely accepted and even celebrated tradition. The festive atmosphere and cultural significance of the day make it a perfect occasion for enjoying alcoholic beverages, with public drunkenness being more tolerable during this annual national celebration (Bloem, 2023).

### Technological factors:

- **Automation:** Technology assists organisations in the brewing industry to create more effective distribution networks and modernise facilities that boost the brewing process and enhance the quality of the ingredients grown and harvested. Automation and control system integration improves production results by reducing manual labour, increasing precision, and improving brewing processes (UK Essays, 2015). Moersleutel uses semi-automation systems that regulate every step of the procedure, including the addition of ingredients and temperature. This guarantees that the flavour and quality of every batch of beer are the same (Client Briefing, 2023).
- **Craft Brewing Technology:** Innovations in technology streamline the production of craft beer, which is a brewing industry blend of art and science. Craft brewers like Moersleutel could benefit from these technologies since they not only enhance the brewing process but also improve logistics management. Modern software tools assist brewers in tracking deliveries, keeping an eye on supply levels, and forecasting demand, all of which improve operational effectiveness and boost profitability. Furthermore, technology has made it easier for craft beer marketplaces to grow online, increasing the accessibility of artisanal beers. From grain to glass, technological advancements are continuously improving the craft beer market. (Logo Design Tips and Tricks, 2023).
- **E-commerce:** The beer industry's marketing and sales environment has seen a dramatic transformation thanks to technology. Today's brewers effectively promote themselves with the help of digital channels such as social media, interactive websites, and online advertisements. Breweries may now analyse customer behaviour, tastes, and purchasing trends thanks to these digital tactics, which offer the opportunity for customised marketing plans. The streamlined sales process and enhanced customer service are achieved through integration with inventory management systems and point-of-sale technology. Ultimately, technology is changing how beer is marketed and sold in addition to changing the brewing operations themselves (Brewers Journal, 2023). Moersleutel uses e-commerce to market its products directly to its customers via its website and different social media platforms (Client Briefing, 2024).

### Legal factors:

- **GDPR:** The GDPR is a European privacy regulation. It ensures the careful processing of personal data by businesses and organisations. The Personal Data Protection Act regulates what may and may not be done with your details (Government, 2024). Moersleutel Craft Brewery values its customers' privacy, processing only necessary data to improve their services. They handle information carefully, never sharing it for commercial purposes. The policy covers data collection, usage, potential sharing conditions, storage methods, protection measures, and user rights (Moersleutel, 2024)



- **Taxation Policies:** Beer taxes, like other alcohol-related taxes, can affect breweries' profits and pricing. Shifts in the rates of the alcohol tax may have an impact on consumer purchasing decisions. Regulations and taxes could have a big impact on the beer industry's financial situation. Elevated excise duties on alcoholic beverages may result in increased retail costs, and limitations on advertising and labelling specifications may affect marketing expenditures. Moreover, licensing and distribution regulations may affect operating expenses (Radcliffe, 2023). For example, on January 1, 2024, the excise duty on wine and other alcoholic beverages increased by 8.4%. The calculation of excise duty on beer was modified as well since January 1st. Excise duty is now €8.12 per hectolitre for every percentage point of alcohol, with a minimum of €26.13 per hectolitre (Business Government NL, n.d.). This could affect Moersleutel product pricing.

#### **Environmental factors:**

- **Sustainable Brewing Practices:** Overall, the brewing industry is not a green enterprise. Beer production is considered extremely wasteful with significant amounts of water and energy consumption, while byproducts often go unrecycled. Additionally, the transportation footprint adds to the overall environmental impact of beer production. Therefore it is highly recommended to work on waste reduction and recycling efforts like composting organic material, reusing spent grain, and separating recyclable materials to divert them from landfills, to minimise the effects on the environment and keep maintaining a positive brand image (Hines, 2020).
- **Energy Efficiency:** The brewing process requires significant energy consumption, and environmental concerns often push breweries to adopt more energy-efficient practices or invest in renewable energy sources to reduce their carbon footprint. Energy consumption of breweries can be divided into two different forms; electrical and thermal energy. While thermal consumption directly causes CO<sub>2</sub> emissions, electrical consumption does indirectly (Muller et al., PBL Netherlands Environmental Assessment Agency, 2021). Therefore Moersleutel needs to use energy efficient techniques and keep their energy consumption in check.
- **Environmental Awareness:** Growing consumer awareness and demand for environmentally sustainable products goes a long way to attracting customers and employees who connect with your brand and can help your business in the long term (Safane, 2023).

# Appendix 13: Porter's Five Forces

## **Rivalry between Competitors**

The Dutch brewing industry is a highly competitive market that is faced with rivalry among already existing successful breweries such as Heineken, Texels, Jopen, Uiltje, and Het IJ (Client Briefing, 2024). Since 2001, the number of breweries in the Netherlands has steadily increased to 880 by the end of 2022, making it more challenging for Moersleutel to compete (Herkink, 2024).

Heineken itself already sets the bar high for other breweries to compete with its good quality beer, affordable prices, and sustainability efforts. Additionally, Heineken's inventions have contributed to their product's global success. Because they constantly strive to expand the variety of flavours in their beers to ensure a large number of people will pick their products over other brands (Bez, 2019).

Therefore Moersleutel needs to build customer loyalty by differentiating itself from competitors through a strong brand, high-quality products, diversification for varied tastes, reasonable prices, and consistent reliability. Overcoming Rivalry entails innovation, developing new products, and obtaining economies of scale to survive the changes from competitors within the market.

## **The Threat of New Entrants**

There is a persistent but moderate threat from new entrants in the craft beer industry. Purchase, storage, and distribution of beer come at a high cost, which creates certain barriers. The initial costs are high for new entrants since they include machinery, production equipment, and meeting regulatory criteria including quality certificates and permits. In particular, because of their inexperience and lack of authority, beginners find it difficult to compete with already established breweries. Even more obstacles come from the licensing and regulatory components, where entry is hampered by complicated regulations and hefty related costs. One of the few things lowering entry barriers in the sector is the relative affordability of ingredients and machinery (Antoniou, 2017).

## **Threats of Substitute Products and Services**

Mass-produced beers, primarily controlled by international companies with substantial marketing resources, dominate the market through extensive advertising, heightening the threat of substitution in the industry. The ability of consumers to easily switch between beer brands based on cost and taste poses a significant risk to overall company profitability. Local breweries, though challenged by major brands, could reduce substitution, by building a strong identity, offering distinct flavours, adjusting prices, diversifying products, and optimising their marketing strategies (Adamkasi, 2021). Although the craft beer industry's major players still face competition from major brands, local craft breweries have carved a niche for themselves by establishing connections within communities, producing short-batch and seasonal beers, and strategically placing their products on taps in restaurants. This localised and community-centric strategy enables them to stand out and gain traction in smaller markets (Antoniou, 2017).

## **Bargaining Power of Customers**

The power of Customers is moderate in the brewery industry because beer is viewed as a luxury rather than a necessity (Adamkasi, 2021). However craft beer consumers are less price-sensitive and yet interested in the product, brewers can alter or even raise their prices without deterring consumers from purchasing their goods. Because there's always a chance that alternative alcoholic and non-alcoholic beverages could be favoured, customers don't show much brand loyalty. (Antoniou, 2017). Due to their tendency to switch brands, breweries need to focus more on building a consistent loyal consumer base rather than putting all their efforts into attracting new ones. This could be enhanced by targeted marketing

strategies that are effective, compelling, and unique. It also requires investing in consumer research to identify their needs, wants, and preferences, which are then factored into the brewing and production processes.

### **Bargaining Power of Suppliers**

Suppliers in the beer industry possess substantial bargaining power, impacting input prices like labour and raw materials, influencing product quality and pricing. Low supplier competition poses a challenge, therefore breweries like Moersleutel need to use strategies, emphasising input on quality and innovation to reduce supplier power. Bulk buying, especially for brewing raw materials, is crucial for achieving economies of scale. Despite this, overall supplier power in the brewery industry is deemed low due to the widespread availability of suppliers offering brewery equipment, cans, bottles, and packaging materials (Adamkasi, 2021).

## Appendix 14: Mckinsey 7S conclusion

1. Strategy: The strategy of the Zomerdijk Brewery seems to focus on quality and being a premium brand in the craft beer market. They aim to lead the premium craft beer segment through fast innovations and quality production.
2. Structure: The structure of the Zomerdijk Brewery aligns the most with the Machine Bureaucracy model, which emphasises on specialisation, stability, and efficiency. The brewery seems to have a clear hierarchy with defined roles within its organisation.
3. Systems: The Zomerdijk Brewery operates as an open system, with clear inputs, processes and outputs. They interact with their environment, including competitors and supplies, and adapt to changes within the market.
4. Shared Values: The brewery's mission, vision, and core values (family, ingenious, and driven) are clearly defined and communicated throughout the whole company. The leadership emphasizes collaboration, innovation, and foremost quality.
5. Skills: The leadership skills by CEO Pim Zomerdijk, demonstrate a blend of technical, human, and conceptual skills necessary for effective management and leadership within the organisation.
6. Style: The leadership style within the Zomerdijk Brewery appears to be more participative or democratic, as indicated by the emphasis on collaboration, family values, and decision-making processes that involve input from various team members.
7. Staff: The roles and responsibilities of staff members at the Zomerdijk Brewery seem well-defined, with a mix of technical specialists, creative roles, and leadership positions distributed throughout the organisation.

Overall, based on the McKinsey 7S model, it seems that the seven elements align relatively well within the Zomerdijk Brewery. The strategy, structure, systems, shared values, skills, style, and staff all seem to support the brewery's overarching goals and objectives, contributing to its effectiveness and performance in the craft beer market.

# Appendix 15: SWOT

## STRENGTHS:

- **Structured organisation:** The machine bureaucracy model, which Zomerdijk Brewery follows, guarantees a clear organisational structure that promotes high levels of specialisation and operational stability. This methodical approach improves efficiency, simplifies procedures, and makes it easier for everyone in the brewery to communicate and make decisions.
- **Clear mission and values:** The brewery's dedication to producing excellent beer is consistent with its guiding principles of drive, family, and inventiveness. Employees are guided by the company's strong values and well-defined mission statement, which promote a unified workplace culture and encourage excellence in all facets of operations.
- **Technical expertise:** The leadership team of the brewery benefits greatly from the technical skills that CEO Pim Zomerdijk's expertise in engineering and brewing provides. His knowledge guarantees that brewing procedures are carried out precisely, producing consistently excellent products. His engineering experience also helps to optimise brewery operations by promoting creativity and efficiency.

## WEAKNESSES:

- **Overemphasis on specialisation:** Although specialisation can improve quality and efficiency in some contexts, an overabundance of specialised positions may restrict the brewery's flexibility and adaptability. A tight organisational structure could make it more difficult for departments to collaborate and make it more difficult for the brewery to react quickly to changing market conditions.
- **Limited diversity in leadership styles:** Although Zomerdijk Brewery acknowledges the value of different leadership philosophies, there doesn't seem to be much variation in leadership approaches outside of the "joins" or "delegates" categories. Increasing the diversity of leadership philosophies can foster creativity, worker autonomy, and organisational resilience.
- **Challenges associated with a family-centric approach:** Family values have the potential to strengthen employee loyalty and camaraderie, but they can also cause problems with succession planning and decision-making procedures. It is crucial to strike a balance between professional obligations and family ties to maintain long-term sustainability and efficient governance.
- **Lack of a CSR focus:** The brewery's dependence on outside CSR projects, like joint ventures with organisations that assist the disabled, draws attention to a possible weakness in internal sustainability initiatives. Being socially conscious and taking proactive steps to address environmental issues and adopt sustainable practices within the company can improve brand reputation.
- **Regulatory vulnerability:** Moersleutel Brewery has difficulties because of laws governing things like alcohol laws and tax laws. In addition to being expensive, complying with these regulations affects the brewery's profitability and pricing policies. To mitigate the impact of regulatory changes on its cost structure, the brewery should implement proactive compliance measures, stay informed about changes in the industry, and potentially adjust pricing strategies.
- **Limited market visibility:** Moersleutel Brewery faces difficulties in terms of market penetration and brand recognition as it competes in a market dominated by well-known breweries like Heineken. The brewery must make strategic marketing initiatives and investments to boost its market share and visibility to overcome this weakness. To increase brand awareness and draw in new clients,

this might involve implementing focused advertising campaigns, forming alliances with nearby companies, and taking part in trade shows and festivals.

#### **OPPORTUNITIES:**

- Diversification of team roles: Using a wider variety of Belbin team roles can improve the brewery's capacity for creativity, diversity of thought, and problem-solving. Through the utilisation of individual strengths, Zomerdijk Brewery can enhance team productivity and stimulate creativity.
- Product development innovation: Zomerdijk Brewery has a chance to stand out in the crowded craft beer market by consistently introducing new flavours and product offerings. Through constant awareness of consumer preferences and trends, the brewery can build brand loyalty and draw in new business.
- Enhancement of customer engagement: Brand advocacy and loyalty can be generated by fortifying customer relationships through interactive experiences, tailored services, and community involvement programmes. Prioritising client feedback and satisfaction helps Zomerdijk Brewery build a devoted clientele and encourage repeat business.
- Further technology investment: Moersleutel Brewery can further improve customer experiences, product quality, and operational efficiency by investing in technology. This could entail using digital marketing techniques to connect and interact with consumers, using inventory management systems, and acquiring innovative brewing equipment. The brewery can stimulate innovation, boost productivity, and keep its competitive edge in the market by embracing technology.

#### **THREATS:**

- Fierce competition in the market: Many breweries are fighting for customers' attention and a larger portion of the craft beer market. If Zomerdijk Brewery doesn't distinguish itself from the competition and changes with the times, it could become irrelevant in the market.
- External environmental challenges: The operations and profitability of the brewery are significantly at risk from external factors like changing market trends, supply chain disruptions, and regulatory changes. To reduce these external threats and ensure business continuity, proactive risk management and strategic planning are crucial.
- Limited scalability: The Zomerdijk Brewery may not be able to grow its operations efficiently and effectively due to its reliance on family dynamics and specialised roles. To achieve scalability without sacrificing quality or innovation, the brewery must carefully evaluate its organisational structure and operational procedures as it looks to increase its market presence and production capacity.
- Growing demand for sustainability: The growing consciousness among consumers and their desire for environmentally friendly and sustainable products puts Zomerdijk Brewery at risk of losing market share to rivals who place a higher priority on environmental stewardship. The brewery can stay competitive in the market and attract environmentally conscious customers by implementing sustainable practices and transparent CSR initiatives.
- Substitution threat: The brewing industry faces a moderate threat from substitute goods and services. To mitigate this danger, Moersleutel Brewery needs to concentrate on differentiating its products and using efficient marketing techniques to keep customers loyal and minimise revenue loss. To set its products apart from the competition and draw in customers who appreciate authenticity and craftsmanship, this may involve highlighting distinctive flavours, premium ingredients, and brewing methods. The brewery can also spend money on customer engagement

projects like brewery tours, tastings, and loyalty programs to build repeat business and promote brand loyalty.

In summary, Zomerdijk Brewery has a clear mission and set of values, a well-structured organisational model, and expertise in the field, but it also faces several opportunities and challenges. The brewery needs to address issues like its overemphasis on specialisation, lack of diversity in the leadership, difficulties with its family-centric approach, and absence of a clear CSR plan. But Zomerdijk Brewery can set itself up for long-term success and expansion by seizing opportunities like diversifying team roles, innovation in product development, and improved customer engagement. Threats like strong market competition, outside environmental difficulties, restricted scalability, and the rising demand for sustainability must also be mitigated. Zomerdijk Brewery can become a market leader in the craft beer industry by utilising its strengths, addressing its weaknesses, seizing opportunities, and mitigating threats. This will help it navigate the complexities of the market. Achieving long-term sustainability and competitive advantage will require strategic planning, ongoing innovation, and a dedication to excellence.

# Appendix 16: Trademark Law

Trademark Law encompasses legislation, regulations, specifications, and case law governing ownership rights over trademarks. The duration of trademark legislation is outlined in the BCIP, which specifies that trademarks in the Benelux region are protected for ten years under Article 2.9 BCIP (Intellectueeleigendom.nl, n.d.). When filing for a trademark, one can opt for three categories: national Benelux (BOIP), European Community (EUIPO), and international (WIPO) (Netherlands Enterprise Agency, RVO, 2021).

## **Advantages of trademark ownership include:**

1. **Exclusivity:** Registering a trademark grants exclusive rights to the business, allowing sole use of the company's name and/or logo (Benelux Convention on Intellectual Property, 2010).
2. **Prevention of Similar Mark Usage:** Trademark registration deters third parties from using similar marks by facilitating trademark availability searches (Benelux Convention on Intellectual Property, 2010).
3. **Protection from Misleading Trademarks:** Registration protects against potentially misleading trademarks (Benelux Convention on Intellectual Property, 2010).
4. **Description of Mark:** Trademark registration describes how the mark is used as of the application date, with priority given to first use in a specific area (Benelux Convention on Intellectual Property, 2010).
5. **Assertion of Ownership:** Nationwide notice of ownership provided by trademark registration prevents other businesses from claiming subsequent adoption of the mark (Benelux Convention on Intellectual Property, 2010).
6. **Recognition as Collateral:** A registered trademark can be recognized as an asset, enabling its use as collateral for obtaining loans (Benelux Convention on Intellectual Property, 2010).
7. **Intangible Asset Value:** A trademark is considered a substantial intangible asset, associated with the product's reputation and goodwill, necessary for registration (Benelux Convention on Intellectual Property, 2010).



# Appendix 17: Legal Entities

## **Legal entities**

Legal entities can take various forms, including:

1. Corporations: These are separate legal entities from their owners, providing limited liability to shareholders. Corporations can be publicly traded or privately held(PricewaterhouseCoopers, z.d.).
2. Limited Liability Companies (LLCs): LLCs combine elements of partnerships and corporations, offering limited liability to their members while allowing for flexibility in management and taxation(PricewaterhouseCoopers, z.d.).
3. Partnerships: These involve two or more individuals or entities agreeing to manage and operate a business. There are different types of partnerships, including general partnerships and limited partnerships(PricewaterhouseCoopers, z.d.).
4. Sole Proprietorships: A business owned and operated by a single individual. While not a separate legal entity, the owner is personally responsible for all aspects of the business, including liabilities(PricewaterhouseCoopers, z.d.).
5. Nonprofit Organizations: Entities formed for purposes other than making a profit, such as charitable, educational, or religious organizations(PricewaterhouseCoopers, z.d.).

# Appendix 18: Legal Form

**Moersleutel beer being structured as a BV offers several benefits, particularly in terms of liabilities:**

1. **Limited Liability:** One of the main advantages is that the liability of the owners (shareholders) is limited to their investment in the company. This means that in the event of financial difficulties or legal issues, the personal assets of the shareholders are generally protected (Accounts and Legal, 2024).
2. **Separate Legal Entity:** A BV is considered a separate legal entity from its owners. This separation protects the personal assets of the shareholders and allows the company to enter into contracts, own property, and incur debts in its name (Accounts and Legal, 2024).
3. **Credibility and Trust:** Being structured as a BV can enhance the credibility and trustworthiness of the business in the eyes of customers, suppliers, and investors. This is because the BV structure is commonly recognized and respected in the Netherlands and provides a clear framework for business operations (George, 2022).
4. **Succession Planning:** The BV structure allows for easier transfer of ownership through the sale or transfer of shares. This can be advantageous for succession planning and facilitating changes in ownership over time. (George, 2022).
5. **Tax Benefits:** BVs may also offer tax benefits, such as more favourable corporate tax rates or deductions for certain business expenses. Additionally, the Netherlands has a favourable tax climate for businesses in general (George, 2022).

# Appendix 19: Dutch Advertising Code

## Advertising laws

Advertising in the Netherlands must comply with the rules of the Dutch Advertising Code (Nederlandse Reclame Code, NRC). According to these rules, advertising cannot:

- be contrary to the law, the truth, good taste, and decency
- go against public interest, public order, or morality
- be unnecessarily hurtful or in violation of public health
- harm trust in advertising
- appeal to fear or superstition
- be unrecognizable as advertising
- be dishonest (for instance misleading and aggressive advertising) (Business.gov.nl,2023).

# Appendix 20: GDPR

## GDPR - Our team

In our research on Moersleutel, our group adhered meticulously to the principles outlined in the General Data Protection Regulation (GDPR) to ensure the ethical and lawful handling of any personal data involved in our bid to help Moersleutel as we conducted research. We prioritized user privacy by using only publicly available information, avoiding the collection or processing of any sensitive personal data without permission. Our research methodology centred on utilizing official documents such as Moersleutel's privacy policy and terms of service to extract relevant information related to GDPR compliance. No personal data of individuals was collected, stored, or processed during our research without consulting members of the Moersleutel team. Additionally, any contact with Moersleutel for clarification or additional details regarding their GDPR practices was conducted in a manner consistent with data protection regulations. Our commitment to GDPR compliance underscores our dedication to ethical research practices and respect for individual privacy throughout the investigative process.

# Appendix 21: Collaboration agreement

## Image 1

Group's collaboration contract.

### Collaboration Contract International Boardroom

#### 1. Contact Details

Position	Name	Student Number	Telephone	Email address	Address
General manager	Adelina Baranauskaitė	697247	0619258095	697247@student.inholland.nl	Heiloostraat 277, 2547KG, Den Haag
Financial manager	Maxim Miškov	698081	+421914334 462	698081@student.inholland.nl	Henegeerlaan 81A, 3021CV, Rotterdam
Marketing manager	Rupina Sarkis	701320	0639759706	rupinasarkis@gmail.com	Pakingshof 3-1 1069XG Amsterdam
Legal manager	Nyasha Chirombe	692773	0645522411	692773@student.inholland.nl	Medemblikstraat 275-196 , 2457GW Den Haag
Research manager	Fabio Holkema	696129	0629372670	696129@student.inholland.nl	Tudorhof 2, 3329BH Dordrecht

#### 2. Common Goals

- We strive to reach an 80 as a minimum grade for each assignment. We will do this by aiming for a "good" on every part of the assessment form.
- We strive to have a positive group dynamic. Be respectful of each other, and don't be afraid to speak your minds.

#### 3. Attendance and Participation

- You are expected to participate in the team actively.
  - To arrive on time, complete the tasks, meet the set deadlines, be active in the group chat and contribute properly.
- If you cannot attend a class, meeting, or coaching session you must notify your teammates and the coach at least 24 hours in advance.
  - If this isn't possible a good reason will be expected why you didn't attend.
  - You are expected to attend at least 80% of all classes.
- Each team member will do the tasks stated in the task part of this collaboration contract and described in the weekly reports.
- Everyone will take turns to create the weekly reports and check what has been done.

#### 4. Deadlines

- We will interactively set the deadlines, to which we all agree, Meetings and deliverables for the NEXT week (starting Monday), will be made clear on the Friday before. This is written down in the weekly report. The weekly reports will be handed in on the Sunday after the Friday)
- Everyone will be expected to meet these deadlines.

- In case you cannot meet the agreed-upon deadline, it is expected of you to mention this to the team at least 24 hours beforehand, unless a good reason is given.
- We also expect a solution from the team members on how they are going to solve this.
- If you fail to meet the deadlines multiple times, this can lead to penalties such as a yellow and finally a red card.

#### 5. Internal Communication

- The weekly reports are the means through which clear deadlines, tasks and deliverables are communicated.
- General communication will go through WhatsApp, specifically in our group chat.
- All team members must be present during IB Coaching and other lectures. Also, be prepared for class and participate actively.
- We will always be respectful towards each other and call teammates out on their behaviour if something is the matter. Preferably communication happens in person.

#### 6. Quality Expectations

- We aim for an 80, and we will reach that by following the criteria for "good" on the assessment form.
- We expect all the work delivered written in British English, with proper grammar, etc. The work's quality must align with the requirements from the lectures/ assessment form.
- All team members are equally responsible for maintaining a high-quality output.
- Do not be afraid to ask for help.
- Final drafts are completed a work week before the deadline.

#### 7. Collaboration agreements

Penalties given will go from written warning (by email), yellow card, and red card.

- Behaviour that can result in a penalty:
  - You missed or are late to internal deadlines/meetings twice without a timely warning or a valid reason.
  - Whenever you treat a teammate without respect
  - **Whenever you are not reachable for over 24 hours, and you do not take ownership to stay connected to the group process. This does not count for the weekend unless there is a deadline.**
  - Whenever the tasks within your roles are not met without good reason and communication.
- We plan to do the schoolwork from Monday to Friday; we try to plan the weekend free for schoolwork.

**8. The coach can also give out warnings, yellow, and red cards on behalf of misconduct to this collaboration agreement.**

#### 9. Warning system

- 1 warning

- Yellow card
- Red card

## 10. Signatures

Signed at

Fabio Holkema

Nyasha ~~Chrombe~~

Maxim Miskov

Rupina Sarkis

Adelina ~~Barauskaite~~

Signed on 08/02/2024 14:00