

A close-up photograph of a person's hand holding a white can of Fields Lager beer. The hand is gripping the top edge of the can. The can features a stylized wheat logo above the word "FIELDS" and "LAGER". Below that, it says "CLEAN - CRISP - BRITISH" and "AUSTRALIAN MADE & OWNED". At the bottom, it shows "3.5% ABV / 375 mL".

ARAMINTA LIPKE | OCTOBER 23RD 2020

# MARKETING STRATEGY PRESENTATION

Fields Brewing Co.



# CONTENTS

- Brief Introduction
- Situational Analysis
- SWOT Analysis
- Analysis of current strategy and objectives
- Positioning
- Competitive Advantage
- Customer Analysis
- Marketing Mix Implementation
- Recommendations and conclusion

# INTRODUCTION

- About me: I am a second year marketing student at UQ
- I have chosen this strategy as I believe that it will be the most advantageous for Fields while still in its infancy
- Fields is operating in a very competitive industry with low barriers to entry
- To compete, Fields will need to understand the current internal and external situation
- Explanation and description how a mobile defence strategy would be the best strategy for Fields to consider



# SITUATIONAL ANALYSIS

## Micro-Environmental Analysis

### **Threat of Substitutes**

- Non-alcohol beer or other health drinks (6, 13)
- Wine, spirits (6, 13)

### **Threat of New Entrants**

- HIGH - Low barriers of entry into the market and increasing demand make the craft beer market appealing to new entrants (6, 13)

### **Bargaining Power of Buyers**

- Craft beer consumers have typically low brand loyalty (6, 11)
- Low price sensitivity (6, 11)

### **Bargaining Power of Suppliers**

- LOW - High competition, homogenous goods to create the final product (6)

### **Rivalry Amongst Existing Competition**

- 59.4% of the market is made up by large companies (6)
- Moderately competitive market, increasing as more companies enter (13)

## Macro-Environmental Analysis

### **Social**

- Alcohol consumption is decreasing in Australia (6, 13)
- Consumers desire small, seasonal batch brews (13)

### **Technological**

- Consumers desire innovative brews, having and flaunting new technologies attracts them to a brand (11)

### **Economic**

- Consumers have less disposable income due to COVID-19, reducing spending (6)

### **Environmental**

- NA

### **Political**

- Regulated by the Department of Industry, Science, Energy and Resources, individual states also have different rules (13)

### **Legal**

- Highly regulated by the government (13)

### **Ethical**

- Must follow laws to ensure ethical sale of alcohol (13)

# SWOT ANALYSIS - INTERNAL

| <u>Strengths</u>  | <u>Weaknesses</u>  |
|---|--|
| <ul style="list-style-type: none"><li>- Relationships with the Breakfast Creek Hotel, Brunswick Hotel</li><li>- Sales channels: bottle shops and hotels</li><li>- Plan to release eight products by the end of 2020</li></ul> | <ul style="list-style-type: none"><li>- Limited financial base compared to larger breweries such as Balter</li><li>- Gypsy brewing is expensive (12)</li><li>- Desire to simply be bought out by Asahi and make lots of money may mean that important flavour considerations may be overlooked for a trendy brand</li><li>- Low risk business model also means owners may overlook important details as they won't lose much</li></ul> |

# SWOT ANALYSIS - EXTERNAL

## Opportunities

- Increased interest for craft beer from consumers
  - Overall beer sales dropping, craft beer sales rapidly growing (6)
- NSW and VIC make up 70% of craft beer market, opportunity to grow into these regions through BWS and Dan Murphy's (6, 15)
- Enter a specialty craft beer bar or pub as 86% of craft beer drinkers visit this type of venue every 2 months (11)

## Threats

- Reduced capacity limits at venues due to COVID-19 may reduce the opportunity for sales at hotel locations (6)
- Low barrier of entry into the market makes it highly competitive with additional breweries joining the market rapidly (6)



Queensland's #1  
Craft Beer Pub



Australia's #1  
Craft Beer  
Website/  
Webstore

6. Cloutman, N. (2020). Craft Beer Production in Australia. Melbourne: IBISWorld.

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# STRATEGY AND OBJECTIVES

## Current Strategy

- Frontal Attack (2, 8)
  - Trying to enter the market as rapidly as possible to get consumers to know the brand
  - Requires high marketing spending to share the product as widely as possible

## Future Strategy

- Mobile Defence (2)
  - Continue to innovate
  - Discover which product the consumers really desire through trialling the extended range of eight products
  - Promotions e.g. Corona's Summer water bottle
  - Create a social media posting goal/schedule



# STRATEGY AND OBJECTIVES

## Current Situation

- Six-month-old company
- Eight varieties of beer on the market by the end of 2020 (higher than average of BWS sellers) (3)
- Currently targeting customers of Breakfast Creek Hotel, Brunswick Hotel. Aiming to get into more venues.
- Biggest competition would stem from larger breweries as they have control of taps in venues (6)

## HERO

- Product: Offering the widest range compared to other breweries will mean that customers are more likely to find something they enjoy
  - Downside: creating new brews for the sake of it may sacrifice flavour/quality



# STRATEGY AND OBJECTIVES

## Objectives

- Fix the website
  - Get rid of father's day promotion
  - Combine merchandise and beers tabs
- Release four more drinks
- Create a social media schedule/  
pay for promo
  - Begin to use paid promotion bursts and track success (1, 9)
- Create measurable sales goals for each product
  - Analyse short fallings to determine cause/  
discontinue ranges

## SMART Principle

- **Specific:** 8 drinks by the end of the year, meet current sales targets at BWS and DM, create a measurable SM schedule
- **Measurable:** specific targets created
- **Attainable:** Yes, drinks goal was already set and social media post schedules/websites do not require a lot of time
- **Relevant:** Highly, to reach new customers online advertising is essential
- **Time-bound:** Goals to be achieved by end of 2020



# CUSTOMER ANALYSIS



**Age:** 38 (6, 11)  
**Gender:** Male (6, 11)  
**Status:** Married  
**Family:** Two young children

**Occupation:** Skilled Worker  
**Education:** University Degree  
**Location:** Brisbane  
**Channels:** Instagram, Facebook

## Goals:

- Enjoy a beverage with friends (11)
- Take a break from busy life (11)
- Enjoy a variety of brews from a number of companies (6, 11)

## Concerns:

- The owner of the brewery is genuine and cares for their creation (11)
- It is a bit difficult to enjoy keeping up with the latest trends as they are so rapidly changing (11)

## Good Experiences:

- Owners of Fields are interested in growing the brand
- I can purchase in BWS, DM

## Bad Experiences:

- Buying new beer online is inconvenient and hard to find
- Prefer beers in 6 packs (11)

# POSITIONING - TARGET MARKET

## Current Strategy

- Target bars, pubs and clubs due to higher profitability of kegs over cans

| Pros   | Cons   |
|--|--|
| <ul style="list-style-type: none"><li>- Higher profitability per sale</li><li>- Fosters relationships with local venues</li><li>- Allows for consumers to 'try' the brand before purchasing in a bottle shop</li></ul> | <ul style="list-style-type: none"><li>- COVID-19 pandemic has reduced the number of visitors in venues (6)</li><li>- Venues often locked into contracts with large suppliers (6)</li></ul> |

- Craft beer primarily consumer by 30-39 year olds in Australia (6, 11, 17)
- Visits to venues in Australia are dominated by Australian's aged 44-59 (16)
  - This same age bracket has half the number of craft beer drinkers compared to 30-39 year olds (11, 17)
- Fields is better off targeting liquor retailers

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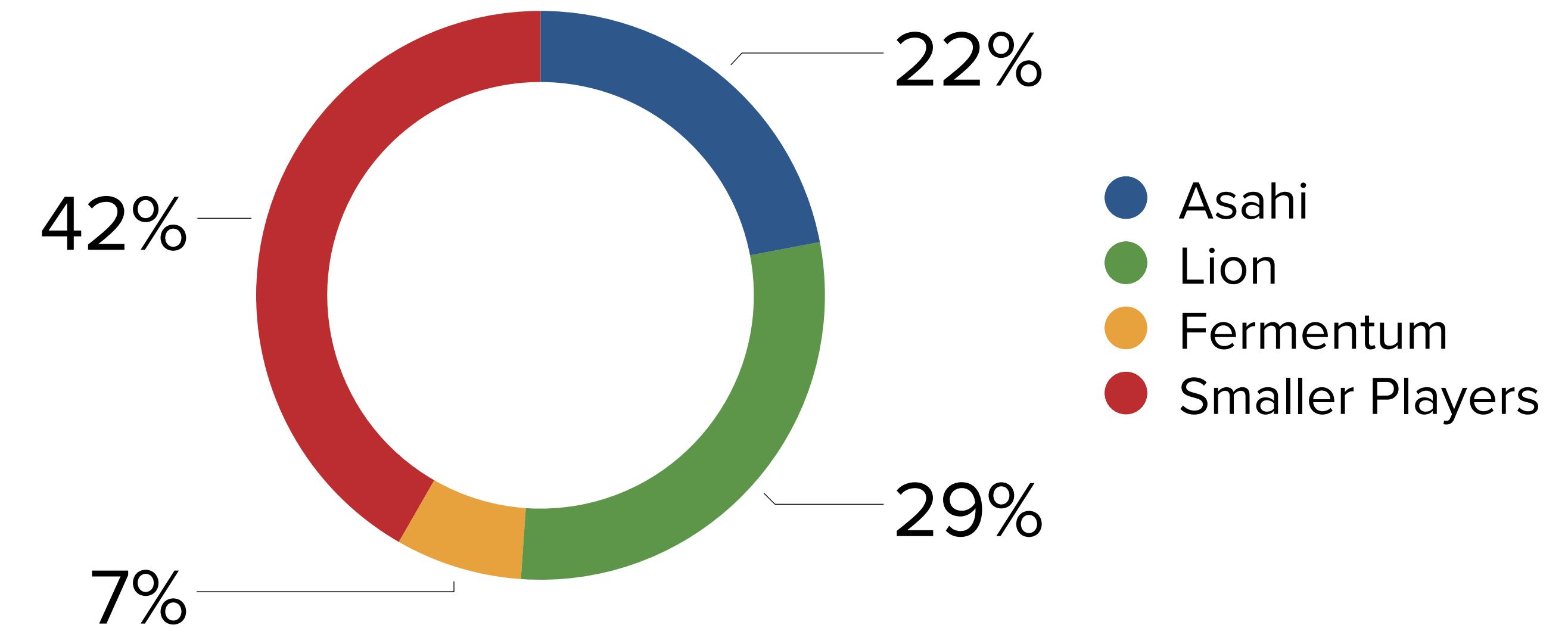
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# POSITIONING - COMPETITION

- Industry competition is high (6)
- Key success factors in the industry (6)
  - Establishment of brand names
  - Control of distribution arrangements
  - Having a good reputation
  - Effective quality control
  - Ability to control stock on hand
- Market is primarily dominated by Lion and Asahi, virtually unlimited resources to innovate and create (6)
- Competition within the industry driven by taste and quality (6, 11)
- Strong competition from mass-produced beer, primarily on price (6)



✓ Industry average spend on advertising, marketing, general admin and distribution costs has rapidly risen over the past 5 years (6)

# POSITIONING - POINTS OF PARITY AND POINTS OF DIFFERENCE

| <u>Points of Parity</u>  | <u>Points of Difference</u>  |
|--|--|
| <ul style="list-style-type: none"> <li>- Craft beer generally tastes the same or similar (fruity)</li> <li>- Can container (11)</li> </ul> | <ul style="list-style-type: none"> <li>- Plain packaging</li> <li>- Very large selection of beer (7)</li> <li>- Priced slightly higher than most craft beers available in BWS, DM (3)</li> </ul> |



Less Established Brand

High Price



Highly Established Brand



Low Price



3. BWS. (2020, October 21). *Craft Beer*. Retrieved from BWS: <https://bws.com.au/beer/craft-beer>

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# COMPETITIVE ADVANTAGE

- Fields competitive advantage is primarily drawn from their product
- Adoption of **Mobile Defence** strategy allows Fields to continue to focus on the product
- Focusing on the product would also allow Fields to create thought through promotions and merchandise
- Unique packaging also allows the brand to stand out in a bottle shop (10)



# MARKETING MIX IMPLEMENTATION

## Product

- Offer eight varieties of beer/cider for at least six months to track sales and test popularity
- The benefit of this product to consumers is that it is a tool used to bond with/spend time together (4, 11)
  - Target segment desires this social/experiential value
  - **To improve:** continue to listen to reviews from customers to improve the quality of beer, attempt to change packaging to differentiate varieties more, offer limited edition merchandise with purchases over certain periods (creates urgency and incentive to purchase)

## Price

- Pricing strategy is acceptable, considering current profits
- Advertise value to the consumers so that they are willing to pay the additional price for Fields over competitors
- **To improve:** renegotiate rate with Gypsy Brewer based on increased quantities to increase profitability

# MARKETING MIX IMPLEMENTATION

## Place

- ‘Local’ factor advantageous for Fields, consumers seek local brands (11)
- BWS is Australia’s largest liquor retailer, very important partnership for Fields to uphold (15)
- Breakfast Creek Hotel and Brunswick Hotel have good reputations and large beer gardens, exposing more people to Fields
- **To improve:** Connect with Brisbane based craft beer stores e.g. Black Sheep, Brewski or Australia-wide Beer Cartel to target a more specific audience (11)

## Promotion

- Promotion of Fields to be done through social media (paid targeted posts) and through venues
- Limited or surprise promotions should be conducted, rather than constant spending, to ensure customers do not come to expect sales (1, 9)
- Limited edition merchandise for special occasions (urgency and incentive to purchase)
- **To improve:** pay for advertising, collaborate with or attempt to feature on beer podcasts, apps and blogs, connect the owners to the brand more (11)

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# MARKETING MIX IMPLEMENTATION

## People

- Fields is still small enough that the company is primarily run by the two owners
- **To improve:** When recruiting in the future, ensure that thorough training is provided, especially in roles such as account manager, but throughout the company when there are strategic or process changes (5)

## Process

- Brewing process seems efficient as it is contracted out (12)
- Ingredients are ‘high quality’ and ‘local’ which is attractive to customers (6)
- **To Improve:** Provide additional details or a video on the website to show customers that Fields is committed to a great brew as they can see by process x, y and z (11)

## Physical Evidence

- Studies show plain packaging makes it easier for consumers to get the information they require, positive for Fields (10)
- **To improve:** Fix the website as outlined in the objectives section, it is dated and looks unprofessional

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# CONCLUSION

- Adopt a **Mobile Defence** strategy with a focus on:
  - Innovation
  - Customer feedback
  - Growing the business with a social media strategy
- Create **goals** for marketing spending, growth of social media platforms, one off promotions and sales growth
- Work with **specially beer businesses** including:
  - Online stores
  - Physical stores
  - Podcasts/blogs
  - Events (in the future)

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- By Slide
- Total Reference List
- Image References



# REFERENCE LIST - BY SLIDE

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# IMAGE REFERENCES

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[www.instagram.com/fieldsbrewingco](http://www.instagram.com/fieldsbrewingco)

## **Slide 2**

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