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Individual Case Report for:

South Delaware Coors, Inc.

MKTG 5150

Marketing Management

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# The Problem

Does the South Delaware Coors distributorship offer sufficient investment potential given Mr. Brownlow's current business and personal situation?

# Recommendation

In reviewing the numbers from the Manson and Associates (Manson) research, the investment into South Delaware Coors has a potential market for its beer products in the region, and that the company could be profitable in the short term. My recommendation is based on the information calculated for estimated sales potential, market potential, and the figures seen on the break-even analysis and Pro FormaIncome Statement.

## Profitability Analysis

When considering the feasibility of starting a new business, profitability is one of the most important factors to consider alongside market research and financial projections. The business owner must evaluate potential revenue and expenses and assess the current and future market demand for the product or service they intend to offer. Pricing strategies, competition, and the availability of resources and funding are also key factors to consider in the decision-making process. A thorough evaluation of these factors can help a business owner make informed decisions about the viability of their venture and assess the potential for long-term profitability.

Market potential**.** Coors market potential represents the total sales in gallons or dollars of the two county target markets. The first model considers the sales tax of his two districts in the market area. The second model examines average consumption and population projections to assess market potential.

Beer sales tax model***.*** The beer sales tax model, as shown in Table 1, estimates the possible market size for beer sales by utilizing the sales tax paid by wholesalers in two specific counties. This model assumes a constant tax rate per gallon and equates the sales tax payments made by wholesalers to the market potential. The market potential for future years was projected by using an Excel linear trend from Sheet-3, assuming that the market would expand at a steady rate. However, this analysis has some limitations, such as the use of a linear trend to estimate future data and the assumption of a constant tax rate. Additionally, the model only considers the sales tax paid by wholesalers and does not consider the sales tax paid by retailers or any other factors that may influence beer sales. Therefore, the model should be considered as a rough estimate rather than a definitive measure of market potential.

Population and consumption model***.*** Manson conducted two studies, one of which included predictions for the population of the market region every other year (Study B), while the other included per-capita consumption rates for both the nation and Delaware (Study A). Using Manson's demographic predictions from Study B, along with national and Delaware consumption per capita statistics from Study A, the average consumption and potential market size in gallons for Market Area 1 were calculated. These calculations were made for the years 2001 to 2003 and are presented in Table 2, which includes estimated population, typical consumption, and resulting market potential. The projections were used to assess the feasibility of starting a new company in the market area, assuming consumption patterns would remain constant over time.

Price and contribution projections. The price projections (Table 3) are based on the weighted average price for Coors and the wholesale costs and percent cost of products sold for bottles, cans, and kegs. The suggested pricing for Coors should be determined by its perceived position in comparison to rival brands; it might either be the positive premium price (Michelob) or the negative 7-beer average price. The weighted contribution per gallon of Coors, which is determined as the difference between the wholesale price and cost of goods sold, multiplied by the weight, is the basis for the contribution predictions (dollar contribution and percent margins). For both the optimistic and pessimistic scenarios, the final contribution margin is 23%.

Sales potential**.** According to Table 4, the potential sales of beer in gallons that Coors could make in Delaware have been estimated based on several studies, including Manson Research Studies A, B, C, and E. These estimates consider consumption and demographic projections presented in the table. The sales potential projections have been calculated by multiplying market potential forecasts with the market size. The dollar estimates have been categorized as optimistic and pessimistic, based on the weighted average price per gallon of $5.62 and $4.82 respectively, as stated in Table 3. The dollar sales potential depends on both gallon sales potential and the price per gallon charged. Coors can use this information to determine their pricing and marketing strategy in Delaware and gain insights into their prospective revenue and market share in the region.

Variable costs**.** variable costs pertain to the expenses that wine, liquor, and beer wholesalers incur for the products they vend. These costs are calculated as a proportion of their total sales. The percentage value of variable costs can be gleaned from Study F, which presents a financial overview of 510 analogous wholesaling activities in the US. By using the percentage of variable costs extracted from Study F, the total variable costs can be computed based on the anticipated revenue estimate. Moreover, Coors must determine the price or prices per gallon that align with their intended competitive standing in the market.

Fixed Costs**.** Table 5 provides an estimate of fixed costs, which is a combination of estimates from Mr. Brownlow and Study F. Mr. Brownlow's estimates include various expenses such as salaries, depreciation, utilities and phone, insurance, personal property tax, maintenance, miscellaneous adjustments, and interest. Study F adjustments are made by utilizing the Texas paid approach and data from the RMA study. The Texas paid approach involves using a survey of Texas beer wholesalers to estimate the operating expenses as a percentage of sales. The weighted average of these percentages is then applied to the estimated Coors sales in Texas to obtain the estimated operating expenses. The RMA study provides additional data to refine the estimates. Based on these methods, the estimated fixed costs in Table 5 include $160,000 for salaries, $50,000 for depreciation, $12,000 for utilities and phone, $10,000 for insurance, $10,000 for personal property tax, $5,600 for maintenance, $2,400 for miscellaneous adjustments, and $40,000 for interest. Study F adjustments are also included, totaling $256,898. These fixed costs represent expenses that remain constant and are not influenced by changes in the volume of Coors sales in Texas.

Investment costs and available resources**.**

Table 6 provides an estimate of the investment costs required to start the distributorship. These costs are considered sunk costs, which means they are not part of the regular ongoing fixed and variable expenses. Larry used his estimates and data from Study F to arrive at these estimates. Based on the estimated price of $5.31 per gallon and a sales potential of 8.9%, Larry estimated the inventory cost to be $240,000. He also estimated the cost of delivery trucks at $150,000, forklift, recycling equipment, and office equipment at $20,000 each. Additionally, the warehouse cost was estimated at $320,000, and the land cost was estimated at $40,000. Larry also considered other expenses, including $119,838 for cash and equivalents and $159,784 for accounts receivable, which brought the total investment costs to $1,079,622.

It is not clear from the available information what resources are available for funding the investment. Larry should evaluate his personal savings, potential loans from financial institutions, and potential investors who may be interested in funding the startup. He may also consider government grants or small business loans that are available to new entrepreneurs. It is crucial for Larry to assess his available resources and develop a solid financial plan to ensure the success of the distributorship.

**Pro forma income statements.**

The pro forma income statements provide revenue and expense projections for a period of three years. Table 7 displays both optimistic and pessimistic figures for the years 2001 to 2003. The optimistic projections are based on Larry's analysis of the market potential and the assumption that the distributorship will attain a significant market share. The optimistic projections also assume that the distributorship will operate efficiently and control costs effectively. In contrast, the pessimistic projections are more conservative and consider more competition and operational difficulties. The pessimistic projections also factor in potential unexpected expenses and higher costs of goods sold. Both the optimistic and pessimistic scenarios show that the distributorship is likely to generate positive net income before taxes over the three-year period, although the pessimistic scenario predicts lower net income. The pro forma income statements also indicate that the distributorship will incur substantial operating expenses, such as salaries, depreciation, utilities, insurance, taxes, maintenance, and interest.

**Break-even analysis.**

Table 8 presents break-even estimates for the distributorship, including gallons, dollars, and market share. The estimates are based on the fixed costs for the first year, which are estimated at $290,000 in the optimistic scenario and $555,400 in the pessimistic scenario. Both scenarios assume a contribution margin of 22.9%. Using this information, the break-even point can be calculated in both dollars and gallons. In the optimistic scenario, the break-even point is $1,266,376 in sales or 252,174 gallons of beer, while in the pessimistic scenario, it is $2,425,328 in sales or 503,431 gallons of beer. The break-even market share, which is the percentage of the market that must be captured to break even, is 3.71% in the optimistic scenario and 8.83% in the pessimistic scenario. According to Study C, Coors is projected to have a market share of 8.7%, which suggests that the distributorship should be able to break even in both scenarios if it can capture a similar market share as Coors. However, the pessimistic scenario has a significantly higher break-even point, indicating that the distributorship would need to capture a larger share of the market to break even in this scenario.

## Summary evaluation of studies

Table 9 summarizes the evaluation of all studies related to the beer market in the two-county market area. There are nine studies available, covering a range of aspects such as beer consumption, population estimates, market share estimates, sales projections, taxes paid, financial statements, consumer and retailer studies, and beer price surveys. These studies were conducted at a cost ranging from $200 to $6,000. The studies provide a comprehensive overview of the beer market in the two-county area, which can be used to make informed decisions regarding Coors beer marketing strategies.

**Marketing and advertising:** The analysis of the efficiency of existing and potential marketing and advertising tactics for Coors beer in the market area, encompassing the utilization of conventional media, social media, and promotional activities.

**Economic and demographic trends:** Analyzing economic and demographic trends in the market area to assess their potential influence on the demand for Coors beer.

**Distribution channels:** Analyzing the existing and potential distribution channels for Coors beer within the market area, encompassing on-premises sales operations, wholesalers, and retailers.

**Competitive landscape:** Evaluating the advantages and disadvantages of rival beer brands in the target market, along with their marketing and distribution approaches.

Table 1. Beer Sales Tax Paid by Beer Wholesalers in the Market Area

|  |  |  |  |
| --- | --- | --- | --- |
| Year | Total Tax Paid1 | Tax Rate Per Gallon | Market Potential (in Gallons) |
| 1998 | $287,980 | $0.06 | $4,799,667 |
| 1999 | $306,000 | $0.06 | $5,100,000 |
| 20002 | $324,020 | $0.06 | $5,400,333 |
| 2001 | $342,040 | $0.06 | $5,700,667 |
| 2002 | $360,060 | $0.06 | $6,001,000 |
| 2003 | $378,080 | $0.06 | $6,301,000 |

1 Sales tax information and the tax rate per gallon came from Manson research Study E.

2 The estimated taxes for the years 2000-2003 are based on linear projections of the prior year's taxes, as shown in Sheet 3 of the Excel spreadsheet.

Table 2. Consumption and Estimated Population for Market Area 1

|  |  |  |  |
| --- | --- | --- | --- |
|  | 2-County  Population2 | Average  Consumption3 | Market  Potential |
| 2001 | 162,250 | 41.9 | 6,798,275 |
| 2002 | 164,000 | 46.5 | 7,626,000 |
| 2003 | 166,000 | 46.78 | 7,767,819 |

1 The data on average consumption is obtained from Manson Research Study A, while population estimates are obtained from Study B.

2 Population estimates for the years 2001 and 2003 are calculated by interpolating the data from the preceding and subsequent years, i.e., by adding and averaging the population data for 2000 and 2002, and for 2002 and 2003, respectively.

3 The estimated data on gallon consumption for the year 2003 is obtained by using a linear forecast based on the data from the years 1998 to 2002.

Table 3. Price and Contribution Projections

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  |  | Optimistic  Premium (Michelob) 1 | | | Pessimistic  7-Beer Average 2 | | | |
|  | Weight | Wholesale Cost | Percent Cost of Goods Sold3 | Wholesale Price4  (per Gallon) | Wholesale  Cost | Percent  Cost of  Goods Sold 3 | Wholesale  Price 4  (Gallon) |
| Bottles &Cans | 0.75 | $5.03 | 77.1% | $6.52 | $4.31 | 77.1% | $5.59 |
| Kegs 5 | 0.25 | $2.26 | 77.1% | $2.93 | $1.94 | 77.1% | $2.51 |
| Weighted Avg. Price 6 | $4.82 | $4.82 | 77.1% | $5.62 | $3.71 | 77.1% | $4.82 |
| Weighted Contrib. 7 | $1.10 |  |  | $1.29 |  |  | $1.10 |
| Contribution Margin 8 | 23% |  |  | 22.9% |  |  | 22.9% |

1. In order to compare Coors' price projection in Delaware, the premium beer Michelob is used as the optimistic price, which has a retail price of $3.91 according to Study I.
2. The pessimistic price used for comparison purposes is the average price of 7 beers, which is $3.35 according to Study I.
3. The cost of goods sold percentage is 77.1% as obtained from Study F.
4. The wholesale price is calculated by adjusting the retail price for a 5.8% markup, which is the average markup based on Study I.
5. Kegs sell at a rate of three to one over sales bottles and cans, as stated in the case.
6. The weighted average price is calculated using the supplied weights of 0.75 for bottles and cans and 0.25 for kegs.
7. The weighted contribution is the price minus the cost of goods sold using a COGS ratio of 77.1%.
8. The contribution margin is 22.9%.

Table 4. Summary of Market and Sales Potential for Delaware

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | Sales Tax Estimate 1 | | | Consumption & Population  Estimate 2 | | |
|  | 2001 | 2002 | 2003 | 2001 | 2002 | 2003 |
| Market Potential (gallons) | 5,700,667 | 6,001,000 | 6,301,000 | 6,798,275 | 7,626,000 | 7,767,819 |
| Sales Potential (gallons) 3 | 507,359 | 522,087 | 548,216 | 605,046 | 663,462 | 675,800 |
|  |  |  |  |  |  |  |
| Dollar Sales Potential Price [$5.62] 4 | $2,852,696 | $2,935,504 | $3,082,418 | $3,401,955 | $3,370,404 | $3,799,777 |
| Dollar Sales Potential Price [$4.82] 5 | $2,444,250 | $2,515,202 | $2,641,081 | $2,914,867 | $3,195,289 | $3,255,730 |

1 The sales tax estimate are taken from manson research Study E, as shown as table I

2 The consumption and population estimates are taken from the Table II.

3 The sales potential estimates are obtained from manson research study A & B & C & E. We took the market projections and multiplied them by market size

4 The optimistic dollar estimate is based the weighted average price of $5.62, explained in Table 3.

5 The pessimistic dollar estimate is based on the weighted average price of $4.82, explained in Table 3.

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Table 5. Estimated Fixed Costs

|  |  |
| --- | --- |
| Cost Item | Dollar Estimate |
| Brownlow Estimates1 |  |
| Salaries | $160,000 |
| Depreciation | $50,000 |
| Utilities and Phone | $12,000 |
| Insurance | $10,000 |
| Personal Property Tax | $10,000 |
| Maintenance | $5,600 |
| Miscellaneous  Adjustments2 | $2,400 |
| Interest | $40,000 |
| Study F Adjustments | $256,898 |
|  |  |

1 The Brownlow Estimate values used in the analysis are provided in the case study

2 To adjust Study F's data, the Taxes paid approach and information from the RMA study are used. This involves determining a weighted wholesale price of $5.31 per gallon (see Table 3) and assuming a sales potential of 8.9% based on Study C's results.

Table 6. Initial Investment Costs

|  |  |
| --- | --- |
| Cost Item | Dollar Estimate |
| Brownlow Estimates1 |  |
| Inventory | $240,000 |
| Delivery Trucks | $150,000 |
| Forklift | $20,000 |
| Recycling Equipment | $20,000 |
| Office Equipment | $10,000 |
| Warehouse | $320,000 |
| Land | $40,000 |
| Brownlow’s Total  Estimated Expenses | $800,000 |
|  |  |
| Overlooked Expenses2 |  |
| Cash & Equivalents | $119,838 |
| Accounts Recievebles | $159,784 |
|  |  |
|  |  |
| Total | $279,622 |
| Overall Total Expenses | $1,079,622 |
|  |  |

1 These items are taken from the case study.

2 The additional expense numbers come from Study F – After analyzing the contribution ratios of additional assets, RMA determined that Brownlow's estimates explain 74.1% of the expenses.

Table 7. South Delaware Coors Pro Forma Income Statement

For Years 2001 - 2003

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | 2001 1 | | 2002 2 | | | 2003 2 | | |
| Income Statement | Optimistic | Pessimistic | | Optimistic | Pessimistic | | Optimistic | Pessimistic |
| Sales | $3,325,506 | $2,389,323 | | $3,730,404 | $2,515,202 | | $3,843,453 | $2,671,438 |
| Cost of Goods Sold 3 | $2,563,965 | $1,842,168 | | $2,876,141 | $1,939,221 | | $2,963,302 | $2,059,679 |
| Gross Margin | $761,541 | $547,155 | | $854,262 | $575,981 | | $880,151 | $611,759 |
|  |  |  | |  |  | |  |  |
| Operating Expenses 4 |  |  | |  |  | |  |  |
| Salaries | $160,000 | $160,000 | | $163,200 | $168,000 | | $166,464 | $176,400 |
| Depreciation | $50,000 | $50,000 | | $51,000 | $52,500 | | $52,020 | $55,125 |
| Utilities and Phone | $12,000 | $12,000 | | $12,240 | $12,600 | | $12,485 | $13,230 |
| Insurance | $10,000 | $10,000 | | $10,200 | $10,500 | | $10,404 | $11,025 |
| Personal Property Tax | $10,000 | $10,000 | | $10,200 | $10,500 | | $10,404 | $11,025 |
| Maintenance | $5,600 | $5,600 | | $5,712 | $5,880 | | $5,826 | $6,174 |
| Miscellaneous | $2,400 | $2,400 | | $2,448 | $2,520 | | $2,497 | $2,646 |
| Interest | $40,000 | $40,000 | | $40,800 | $42,000 | | $41,616 | $44,100 |
| Total | $290,000 | $290,000 | | $295,800 | $304,500 | | $301,716 | $319,725 |
| Operating Profit | $471,541 | $257,155 | | $558,462 | $271,481 | | $578,435 | $292,034 |
| Other Table-F Expenses | $312,563 | $312,563 | | $318,814 | $328,191 | | $325,191 | $344,601 |
| Net Income Before Tax | $158,978 | -$55,408 | | $239,648 | -$56,710 | | $253,244 | -$52,566 |

1 The sales estimates for the optimistic and pessimistic columns are based on different weighted average prices per gallon. The optimistic column uses a premium beer, Michelob, to estimate a weighted average price per gallon of $5.62, while the pessimistic column uses the weighted average price of $4.82 for the average of seven well-known beers, as presented in Table 6.

2 Optimistic and pessimistic increases in year 2 and 3 sales revenue are based on market sales potential multiplied by the respective weighted average prices which are 5.62 and 4.82 respectively.

3 Cost of goods sold follows the percentage of the cost of sales comes i.e. total sales \* 77.1% for both optimistic and pessimistic

4 Operating expenses are provided in the case study

Table 8. Break-even Analysis

|  |  |  |
| --- | --- | --- |
|  | Optimistic | Pessimistic |
| Fixed Costs 1 | $290,000 | $555,400 |
| Contribution Margin 2 | 22.9% | 22.9% |
| Break-Even Dollars 3 | $1,266,376 | $2,425,328 |
| Break-Even Gallons 4 | 252,174 | 503,431 |
| Break-Even Market Share 5 | 3.71% | 8.83% |
| Estimated Market Share 6 | 8.70% | 8.70% |

1 The fixed costs include all operating expenses and other expenses listed in Table 7 of the pro forma income statement

2 The contribution margin is derived from the price and contribution projections presented in Table 3.

3 The break-even dollars are fixed costs/contribution margin.

4 The break-even gallons are fixed costs / weighted average contribution.

5 The market potential market potential is given by break even gallons/Total market potential.

6 For estimated market share sales potential is given in case study.

Table 9. Summary of Studies

|  |  |  |
| --- | --- | --- |
|  | Study’s Description | Use and Limitations |
| Study A Annual Beer Consumption | National and Delaware Per Capita Beer Consumption for 1998-2002.  ***Description:*** Per capita annual consumption of beer for the total population and population age 21 and over in gallons is provided.  ***Source:*** Various publications, Manson computer model  ***Cost:*** $1,000 | The study used to estimate market and sales potentials did not identify sources of data or the accuracy of computer models used for projections. Nonetheless, the study provides helpful information on per capita beer consumption for total population and those over 21 years in gallons for 1998-2002. This data, along with other sources, can aid in developing a better understanding of the beer market potential in Delaware. Limitations of the study include insufficient information on data sources and potential inaccuracies in computer models used for projections. |
| Study B Population Estimate | Population Estimates for 1996--2006 for Two Delaware Counties in Market Area.  ***Description:*** Annual estimates of total population and population age 21  and over are provided for the period 1996-2006.  Source: U.S. Bureau of Census, Sales Management Annual Survey of  ***Buying Power,*** Manson computer model  ***Cost:*** $1,500 | The study offers population estimates for two Delaware counties, useful for gauging market size and sales potential. However, the data sources from the U.S. Bureau of Census and Sales Management Annual Survey of Buying Power may not be reliable, and the computer model projections may not reflect actual population trends. The cost of $1,500 may also limit access to the study. |
| Study C Market Share Estimate | Coors Market Share Estimates for 2000—2005.  ***Description:*** Coors market share for the two-county market area based on total gallons consumed is estimated for each year in the period 2000—2005.  This data will be projected from Coors' nationwide experience.  ***Source:*** Various publications. Manson computer model  ***Cost:*** $2,000 | The objective is to estimate Coors' market share in the two-county market area by using nationwide projections of total gallons consumed from 2000 to 2005. The accuracy of these estimates is dependent on the reliability and validity of the sources used and the Manson computer model. However, this method may not consider local factors that could affect Coors' market share. |
| Study D Liquor and Beer Licenses Estimates | Estimates Liquor and Beer Licenses for the Market Area, 2000—2005.  ***Description****:* Projections of the number of on-premises sale operations and off-premise sale operations is provided.  ***Source:*** Delaware Department of Revenue, Manson computer model.  ***Cost:*** $1,000 | The study offers insights into the number of on-premises and off-premises liquor and beer licenses in the market area, which can aid in estimating market share and potential sales. The accuracy of the projections is subject to the quality of the data obtained from the Delaware Department of Revenue and the assumptions made by the Manson computer model. |
| Study E Beer Taxes Paid by Delaware Wholesalers for 1997 and 1998 in Market Area. | Beer Taxes Paid by Delaware Wholesalers for 1997 and 1998 in Market Area.  ***Description:*** Beer taxes paid by each of the six presently operating competing beer wholesalers are provided. This can be converted to gallons sold by applying the state gallonage tax rate ($.06 per gallon).  ***Source:*** Delaware Department of Revenue  ***Cost:*** $200 | The provided data allows for the estimation of sales volume for each beer wholesaler in the market area by utilizing the tax paid and the state gallonage tax rate. However, the data is limited to a two-year period and is only representative of taxes paid by six competing beer wholesalers, potentially not encompassing the entire market. |
| Study F Financial Statement Summary of Wine, Liquor, and Beer Wholesalers for 1999 | Financial Statement Summary of Wine, Liquor, and Beer Wholesalers for 1999. ***Description***: Composite balance sheets, income statements, and relevant measures of performance provided for 510 similar wholesaling operations in the United States.  ***Source:*** Robert Morris Associates Annual Statement Studies, 2000 ed  ***Cost:*** $49.50 | This study offers a financial overview of wine, liquor, and beer wholesalers in the United States, serving as a benchmark for comparing and assessing the financial performance of similar businesses. However, the data is based on a composite of 510 operations, and therefore may not accurately represent the financial situation of individual wholesalers. |
| Study G Consumer Study | Consumer Study  ***Description:*** Study G involves focus group interviews and a mail questionnaire to determine consumers' past experience, acceptance, and intention to buy Coors beers Three focus group interviews would be conducted in the two counties in the market area. From these data, a questionnaire would be developed and sent to 300 adult residents in the market area, utilizing direct questions and a semantic differential scale to measure atti-tudes toward Coors beer, competing beers, and an ideal beer.  ***Source:*** Manson and Associates  ***cost:*** $6,000 | The purpose of this study is to gather information on consumer attitudes and behavior towards Coors beers in the market area, including past experience, acceptance, and purchase intentions. However, the study is based on self-reported data, which may be biased, and the sample size of 300 adult residents may not be representative of the entire population. Additionally, the results may not be generalizable beyond the specific market area. |
| Study H Retailer Study | Retailer Study  ***Description:*** Group interviews would be conducted with six potential retailers of Coors beer in one county in the market area to determine their past beer sales and experience and their intention to stock and sell Coors. From these data, a personal interview questionnaire would be developed and executed at all appropriate retailers in the market area to determine similar data,  ***Source:*** Manson and Associates  ***Cost:*** $4,800 | The study provides valuable insights into the sales experience and likelihood of stocking Coors beer among potential retailers in one county of the market area. However, the small sample size of only six potential retailers may limit its generalizability to other retailers in the area. Additionally, the potential for response bias and interviewer bias in the personal interview questionnaire should be considered. Overall, the study can provide useful information for developing a targeted marketing strategy, but should be interpreted with caution |
| Study I Survey of Retail and Wholesale Beer Prices | Survey of Retail and Wholesale Beer Prices  ***Description:*** In-store interviews with a representative sample of 50 retailers in the market area to estimate retail and wholesale prices for Budweiser, Miller Lite, Miller, Busch, Bud Light, Old Milwaukee, and Michelob.  ***Source:*** Manson and Associates  ***Cost:*** $2,000 | This study can offer valuable insights into the retail and wholesale prices of various beer brands in the market area, aiding in pricing decisions for Coors beer and competition analysis. However, its limited sample size of only 50 retailers in the market area may not provide a comprehensive view of the entire market. Moreover, the study does not include sales volume data, which is essential to understand the market share of each brand |