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Choice of the country

INDIVIDUAL CONTRIBUTION

To choose a country that Zomerdijk should export to, our team created 5 criteria that would act as guidelines for selection and judgement. Criteria was low excise tax, low craft beer competition, beer culture, decent disposable income and that it's a country they don't export to yet. Lithuania was chosen due to growing craft beer culture and interest in the country (Klaipėda, aš su Tavimi, 2023). Country also has decent disposable income (Statistics Lithuania, 2022) and is a country Moersleutel doesn't export to yet (Moersleutel, 2024). Despite that, the country didn't meet the criteria of low craft beer competition and low excise tax (LRS, 2024). Additionally, despite being 3 largest consumer of beer per capita, Lithuania has strict alcohol laws, such as drinking age 20+, no alcohol advertisements allowed, alcohol purchasing curfew and no discounts allowed (Astrauskiene, 2020). Due to this, it wasn't chosen as the future export country. For more information about Lithuania see appendix 1.

GROUP CHOICE

In order to select the final export country as a group, we each pitched our countries and discussed pros and cons of each as well as how well they fit the predetermined criteria. Through this we landed on Ireland. Lithuania was disqualified due to big craft competition, highest legal drinking age of 20 and high excise tax (VMI, n.d.). This showcases consideration for financial and legal constraints when exporting. Brazil was disqualified because the gap between poor and rich citizens is too big and that narrows down the target group too much as Moersleutel is a luxury beer (Holkema, 2024). This reflects consideration for target group size and their needs. Austria has a big beer culture, but they don't have enough disposable income and they have a huge selection of cheap craft beers, so it would be hard for Moersleutel to compete with that (Miskov, 2024). This shows a practical assessment of the possible risks and benefits in that particular market. South Africa also didn't meet the criteria for the same reason as Brazil (Chirombe, 2024). Choosing Ireland over other countries is due to it meeting all of our criteria - decent disposable income, beer and pub culture and a country Moersleutel isn't exporting to yet (Miskov, 2024). Even though the excise tax is high and there is competition within craft beer market, we believe Moersleutel can find success within a niche beer connoisseur demographic (Export report, 2024). Team's decisions were done based on nuanced research into each individual country and valid arguments from each member. We collectively assessed the risks and benefits of each country and decided that Ireland was the best choice as it meets all of our selected criteria. Additionally, during pecha kucha pitch we learnt that the client is actually working towards exporting there which leads us to believe that this was the best choice (Pecha Kucha, 2024).

DISCUSSION

I agree with my teams choice of exporting to Ireland. I recognize that my country of choice was unsuitable based on the set criteria nor did it fit the clients needs (appendix 1). The arguments presented for Brazil and Ireland were convincing, but in the end it was Maxim's research into Ireland and arguments for it what cemented our choice to pursue it as the best choice for Moerleutel to export to.

Business Plan and Strategy

INDIVIDUAL CONTRIBUTION

To create export strategy Ansoff Matrix was chosen as it helps evaluate growth strategies (Peterdy, 2023) (appendix 3.1). Porter's strategy framework (appendix 3.1.3), Treacy & Wiersema (appendix 3.1.4.), BCG Matrix (appendix 3.1.6), Hamel and Prahalad (appendix 3.1.5.) were other strategy models considered, but ultimately Porter's was the best fit. Porter's differentiation strategy aligns with Moersleutel the best, as they offer a niche, high quality and expensive product (Awware, 2022). I research possible revenue models with the intent to find one that guarantees biggest profits (appendix 4). As for value creation, it was important to prioritize market growth, brand recognition and meeting target groups needs for a high-quality, niche product (appendix 5). Exploring cultural differences between Ireland and Netherlands with the help of Hofstede's Cultural Dimensions helped understand how best Moersleutel can fit in within Ireland (appendix 6). Caroll's Pyraid helped evaluate Moersleutel's CSR within ethical, philanthropic, legal and economic aspects (appendix 7.1.). All models were chosen to best fit Moersleutel and provide it guidelines on how to ensure success in Ireland.

GROUP CHOICE

As a group, we chose Ansoff and Porter startegy models because they best fit our client with product development from Ansoff's and differentiation from Porter's startegies. The choice of direct sales model came about due to Ireland's pub culture that Moersleutel should capitalise on (Copadis, 2022). This choice was more challenging considering there were so many options. This model ensures that they will be able to grow a loyal target group without the need for advertisements which are illegal for alcohol in Ireland (Government of Ireland, 2018). Figuring out value creation was an important aspect of how Moersleutel should market themselves. We decided to focus on market growth, beer selection expansion and delivering high-quality, niche product. This matches the export strategy and ensures that we get the most out of Moersleutel unique strengths of producing unique, premium craft beer and striving to be market leaders (Zomerdijk, 2024). After discussing it within the group, we decided to focus on Caroll's pyramid model for CSR as it offers the most comprehensive analysis . Since it addresses economical, philanthropic, ethical and legal aspects it makes it easier to figure out a CSR strategy that fits Ireland's standards, improves Moersleutel's reputation and attracts socially conscious crowd organisational goals, activities, and procedures, ensuring that effective CSR is carried out (MindTools, n.d.). Additionally, we have researched 5 other CSR models to ensure that our choice was the most fitting (appendix 7). Learning about and acknowledging the cultural differences between Ireland and Netherlands was a core aspect of our export strategy. We ensure that our strategy is culturally sensitive, promotes effective communication and collaboration with partners in Ireland by learning about those cultural differences (Hofstede Insights, 2024).

DISCUSSION

I completely agree with our group's decision to use the selected tactic. This strategy is clearly best for the Moersleutel, as my own research has shown. The revenue model Maxim proposed (direct sales model) is the chosen one. This strategy in combination with the chosen revenue model, which is supported by my research, align perfectly.

Operational Plan

INDIVIDUAL CONTRIBUTION

For operational plan chapter, I focused on researching the internal organisation of Moersleutel and how it will be affected by export to Ireland, corporate social responsibility in Ireland and how Moersleutel can adapt their operations to meet Ireland's standards (appendix 8.2) , legal aspects of export and marketing alcohol in Ireland (appendix 8.4). To best consider people and resources when exporting I relied on McKinsey 7S framework. To explore how Moersleutel structure will be affected by exporting to Ireland, I used the Mitzberg Model, which highlighted the hierarchical structure of companies operations and that there isn't a need to change that (appendix 8.1.2). The Belbin Team Role model was referenced for the staff portion, but due to the structure of export that Moersleutel has, the models suggestions were rejected and instead the recommendation to hire a Brand Ambassador was given (appendix 8.1.3). As for CSR, I relied heavily on *Ireland's National Plan on Corporate Social Responsibility* (Bruton T.D., 2014) as it clearly outlined how businesses can ensure their doing their best when it comes to CSR, especially within workplace, marketplace, community and environment. To give practical advice, "the people, planet, profit" model was used (appendix 8.3). As for the legal part, it was crucial to analyze Irish legal form, labour laws, taxes and intellectual property. This included recommending to set up private limited company in Ireland (appendix 8.4.1), explaining labour laws (appendix 8.4.2), alcohol excise tax (appendix 8.4.3) and how to comply with regulations on alcohol licensing, labelling, health warnings, advertising standards, food safety and age verification (appendix 8.4.5).

GROUP CHOICE

After consideration, our group decided to use McKinsey 7S framework to explore people, resources and internal organization when exporting. This choice shows understanding of how critical it's to coordinate internal elements to secure the company's success in the competitive Irish market. The decision to not change Moersleutel's structure when exporting came from their own emphasis that they prefer collaborating with one importer who handles importing, distributing and legal aspects of getting the product into Ireland (Zomerdijk, 2024). Due to this, it was only natural not to hire any new employees in the country apart from a brand ambassador who will act as an advocate for Moersleutel's interests (Zalani, 2020). We decided to recommend setting up a private limited company in Ireland as it's something Moersleutel is already familiar with. It was important for us to emphasise the various regulations the client has to adhere to when importing alcohol due to difference between Ireland's and Netherland's laws (appendix 8.4). The group's decisions are all closely linked to a deep understanding of the Irish legal system, cultural differences, business environment. The selected tactics are meant to set up Moersleutel for a successful launch into the dynamic Irish market.

DISCUSSION

My research focused on internal aspects, CSR and regulations the client will have to adhere to when exporting to Ireland. I agree with my groups decision for Moersleutel to set up a private limited company as they're familiar with this legal form. The operational plan offers a comprehensive vision of how Moersleutel can ensure successful entry into Irish market.

Marketing Plan

INDIVIDUAL CONTRIBUTION

I researched and completed the 7P's framework (appendix 9.2), as it's a clear and comprehensive approach to creating a marketing strategy (Allen, 2020). Then I had to evaluate the financial (appendix 9.4) and legal (appendix 9.3) feasibility of it as well as describe important legal aspects that have to be kept in mind when marketing alcohol in Ireland. The selection of social media campaigns on Facebook, Instagram, Youtube in playful tone with luxurious messaging is meant to resonate with the target group (appendix 9.2.4). This choice is based on target groups social media apps of choice (Similar Web, 2024). The extensive analysis of the legal aspects of advertising beer in Ireland demonstrates a dedication to guaranteeing adherence to laws like the GDPR, the Public Health (Alcohol) Act (appendix 8.4.5), and the Consumer Protection Act 2007 (appendix 9.3.6), among others (appendix 9.3). This knowledge is essential for avoiding legal pitfalls, upholding good reputation, and maintaining ethical advertising practices in the Irish market. Together, these justifications highlight a calculated and strategic marketing strategy for Moersleutel's premium craft beer in Ireland.

GROUP CHOICE

As a group, our goal was to ensure that Moersleutel is successful when entering the competitive craft beer market in Ireland. Because of this, we decided to create three marketing objectives that were S.M.A.R.T., matched trends in the industry, were tangible and were possible to execute regardless to Ireland's regulations for alcohol advertisement. Selecting targeted promotional campaigns was done in order to incentivize repeat purchases and expand distribution channels whilst fostering partnerships with local pubs (Export Plan, 2024). We chose penetration pricing because it supports brand loyalty, helps in gaining traction in new markets, and discourages new competitors (American Express, 2023). We chose social media campaigns, UGC content and charity because it boosts Moersleutel's reputation, allows them to control the messaging of their brand and makes use of Ireland's digital media use (Similar Web, 2024). The recommendation to hire a separate marketing team for Ireland was given due to worries that the current one won't be able to keep up with marketing in the Netherlands and in Ireland. The deliberate distribution of resources was intended to create a smooth entrance and encourage collaboration with local organisations in order to develop a more successful marketing plan (Mayo, 2016; Song et al., 2017). Regarding legal considerations, our group focused on complying with Irish laws, regulations such as the Consumer Protection Act 2007 and GDPR. This commitment was essential to guaranteeing transparency, following rules and regulations, and reducing the possibility of legal non-compliance (Advertising Standards Authority for Ireland, 2023).

DISCUSSION

I agree with the marketing objectives our team set, they're tangible, achievable, realistic. I think the marketing strategy will ensure Moersleutel's successful market launch in Ireland. However, I disagree with my teams choice of recommending Zomerdijk to hire an additional team for marketing in Ireland as they work with an importer whose responsibility it is. I think the plan is reasonable and we did the best we could, and it should lead the client to success.

Problem Definition and Analysis

INDIVIDUAL CONTRIBUTION

My individual research included analysing Moersleutel's goal of expanding into the Irish craft beer market (appendix 2). I researched legal aspects (appendix 8.4), cultural differences (appendix 6), local dynamics, target group and its needs and wants in Ireland. Realising how difficult it would be to create a personalised business plan (appendix 3), operational plan (appendix 8), and marketing strategy, (appendix 9) I researched aspects like corporate social responsibility and importance of sustainability in Ireland (appendix 7 and 8.2), what value does Moersleutel bring to consumers and industry and what do they get in return (appendix 5), how can they use cultural differences and similarities to relate to the Irish target group (appendix 6). The central question "How can Moersleutel Brewery effectively export premium craft beer to Ireland?" and the supporting sub-questions were meant to help create a thorough strategy for export (appendix 2.1). The important topics covered by these questions reach beyond a straightforward export operation. Moersleutel can design campaigns that effectively and captivatingly reach the Irish audience by considering these factors. This enables them to match the special requirements and characteristics of the Irish environment with their business strategy, operations, and marketing (Export report, 2024).

GROUP CHOICE

Our team made decisions by working together and carefully reviewing the individual problem research that each member had completed. We developed the central question and sub-questions with the help of our coach, Mark, in order to guarantee a thorough and well-rounded approach. The consistency of our conclusions throughout our conversations demonstrated that we all understood the challenge Moersleutel faces similarly and that our constant discussions were valuable. After careful consideration, we decided to include my problem analysis in the final report. The choice was made in light of the well developed and rounded analysis's as well as its applicability to resolving Moersleutel's problems when entering the Irish market. The explanation and justification of the chosen question improved this decision-making process and served as the basis for our strategic recommendations.

DISCUSSION

I completely agree with the choices our team made, since it was a collaborative decision making process. I think each member brought important perspective and research into our discussions and with the help of our coach Mark we were able to combine them into a definitive result. The group chose to use my problem analysis in the final version of export plan together through a considerate discussion. My team helped me justify the problem analysis, which I greatly appreciate. The effective implementation of my research findings with the group's collective decisions will, in my opinion, significantly improve the general effectiveness of our plan for Moersleutel's entry into the Irish market. My own research included analysing ways for Moersleutel to expand into Ireland and how they can best market their premium craft beer. I put most of my focus on CSR and how to meet Ireland's standards, cultural differences and similarities, value creation, creating a business and marketing strategy as well as offering practical advice.

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Appendix 1. Individual research

1. Choice of country

PESTLE For Lithuania

Political:

- Government regulations:

Excise for fermented alcohol <8.5% are 0.1 euro per half a litter bottle/can. For alcohol above 8.5% its 0.13 euro (LRS, 2024). 1,87 EUR per hl/already made product per alcohol degree. Drinking age is 20. No alcoholic drinks advertisements allowed. No alcohol discounts allowed (Astrauskiene, 2020).

- Stability: Lithuania's stable political environment minimizes the risk of sudden policy changes affecting trade (European Commission, 2023).

Economic:

- Economic stability: Despite fluctuations, Lithuania has maintained relatively stable economic conditions, which bodes well for consumer purchasing power (European Commission, 2024).
- National currency is euro (European Commission, 2015).

Social:

- Drinking culture: Lithuania has a strong tradition of beer consumption, with an emerging interest in premium and craft varieties (BNS, 2021).
- Third largest consumers of beer in the world per capita. 4th largest consumer of alcohol in the world (BNS, 2021).
- Health consciousness: There's a growing trend towards healthier lifestyles, which may influence consumer choices towards craft beer perceived as higher quality (China Cee, 2023).

Technological:

- Brewing technology: Utilizing advanced brewing techniques ensures consistent quality and innovation, meeting the demand for premium products (Caples, 2024).
- Distribution channels: Leveraging e-commerce platforms and digital marketing facilitates efficient reach to consumers and enhances brand visibility (Adobe Experience Cloud Team, 2023).

Environmental:

- Sustainability: Embracing eco-friendly brewing practices and packaging options aligns with the environmentally-conscious preferences of consumers (European Investment Bank, 2023).
- Packaging regulations: Adhering to Lithuania's packaging regulations and eco-friendly initiatives is essential for market compliance(European Environment Agency, 2020).

Legal:

- Licensing and permits: Securing the necessary licenses for importing and selling alcoholic beverages is a prerequisite for market entry (LRS, 2024).
- Labeling regulations: Ensuring compliance with local labeling requirements and alcohol advertising laws is crucial for product legality and consumer trust (LRS, 2024).

1.1 disposable income

Cash-on-hand disposable income for households in 2021 averaged EUR 1,449 per month, which is equivalent to EUR 991 per month. Cash-on-hand disposable income per household rose by 11% in comparison to 2020 (Statistics Lithuania, 2022).

Only in rural households was disposable income in kind a significant portion of total disposable income, making up 1.6% of the total (only 0.8% in urban households). Disposable income in kind is not included in the computation of income inequality or indicators of those who are at risk of becoming poor (Statistics Lithuania, 2022).

1.2. Beer culture

With only 3 million residents, Lithuania is a small nation whose citizens are deeply conscious of their past. They have used this knowledge to preserve their culture and beer over the ages. Making beer the old-fashioned way became a nationalistic gesture (Alworth, 2019).

Lithuania has a long and storied history of beer culture. Brewing traditional Lithuanian beer with ancient methods and local ingredients like barley, wheat, and rye, especially farmhouse ales called "kaimiškas alus," is known for its distinct flavours (Nuolaida, 2016). The nation boasts a thriving craft beer scene, with many microbreweries creating inventive and excellent beers. This culture is celebrated at festivals like the Vilnius Beer Festival, which attract visitors from all over the world (Lrytas, 2019). Social gatherings are incomplete without beer, and many Lithuanians are proud of their brewing history. Drinking beer in Lithuania is an experience that is cultural, whether it is at a big festival or a small local bar.

1.3. Competition

- Brooklyn Brewery
- Švyturys
- Green Monster Brewery
- Dundulis
- Sakyškiu alus
- Raudonu plytu alaus dirbtuves
- Craft & draft
- Alynas
- Vilkmerges alus
- Volfas Engelmanas
- Vilniaus alus
- Kalnapilis
- Gubernija
- Utenos alus

1.4. Excise Taxes

Excise for fermented alcohol <8.5% are 0.1 euro per half a litter bottle/can. For alcohol above 8.5% its 0.13 euro (LRS, 2024). 1,87 EUR per hl/already made product per alcohol degree (Astrauskiene, 2020).

Appendix 2. Problem analysis

Problem Statement

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

2.1. Central and Sub-questions

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

Central question:

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

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

Sub-questions:

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

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

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

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

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

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

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

Appendix 3. Business plan and strategy

Many factors were considered when deciding which country was the best fit for Moersleutel's craft beer to export to. We chose guidelines that included a high disposable income per person, low craft beer competition, prominent beer culture, a moderate excise tax, and that it's a country they don't export to yet. We could only select one country based on these criteria, the one that would suit the client the best and have the greatest potential for profits from exports. Lithuania, South Africa, Austria, and Brazil were among those that were left out. Ultimately, Ireland was our choice due to its high GDP per capita, low level of competition in the niche beer market, historical significance of beer in culture, and strong cultural leaning towards indulgence.

3.1. Strategy selection

A business strategy is a plan of action or collection of choices that help entrepreneurs accomplish specific objectives. It is a master plan that describes the course the company plans to take, the steps it will take, and the resources it will allocate in order to achieve specific competitive advantages and promote long-term growth. An organization's position in its market or industry is determined by a variety of factors, including decisions, actions, and the distribution of resources (The Strategy Institute, 2023). Business strategies must be identified, chosen, and implemented for effective management. The identification of robust strategic alternatives can be facilitated by prioritising strategy development over planning system implementation. Rather than making an innovative effort to identify the most successful strategies, there is frequently an inclination to concentrate on a single strategy and its financial projections. Another is to make sure that different strategies are presented, maybe by creating various scenarios and trying to come up with the best possible plans for each (Aaker, 1984).

3.1.2. Ansoff matrix

The Ansoff Model divides growth strategies into four categories based on new or existing products and markets: market penetration, market development, product development and diversification (Peterdy, n.d.). Product development is bringing new products to existing markets, market penetration is selling more existing products in well-known markets, diversification is introducing new products into completely untapped markets, and market penetration is selling more existing products in well-known markets (Hanlon, 2021).

There are multiple reasons why the Ansoff Matrix is a valuable strategy tool for exporting premium craft beer to Ireland. By utilising the Ansoff Matrix, we can examine and assess various strategic options for expansion in an organised manner, making sure that our strategic choices are in line with the current situation in the market and client's company's ability.

Market Penetration: Using tactics like competitive pricing, marketing campaigns, or enhanced distribution networks, this quadrant assists in concentrating on gaining market share within the current Irish market (Hanlon, 2021). Considering how competitive the craft beer market is in Ireland, it might be helpful (CaterBoss, 2023).

Product Development: The Ansoff Matrix can help with innovation and development of new variants or packaging that specifically cater to Irish consumer preferences, enhancing product appeal, given the niche flavours of Moersleutel's craft beer (fruit punch, caramel, and chocolate) (Peterdy, n.d.).

Market Development: This quadrant promotes investigating new market niches in Ireland, such as focusing on age groups, geographic areas, or lifestyle groups that have a preference for specialty and premium beverages (Indeed Editorial Team, 2023).

Diversification: Although riskier, diversification tactics can lead to new opportunities by breaking into related markets or introducing complementary products (Virginia Tech, n.d.). This

fits in with Zomerdijk's brand's luxurious positioning and, by expanding their market presence, can help reduce risks (Williams, 2024).

Given the Irish market's attraction for unique and experimental craft beers, Moersleutel can achieve success by pursuing a Product Development strategy within the Ansoff Matrix. Moersleutel can enhance its current flavours or create new ones to suit regional preferences and draw in enthusiasts looking for one-of-a-kind experiences. Building on its reputation for premium, specialty beers, the company can enhance its brand by releasing limited editions, seasonal brews, or partnering with regional Irish brewers, all of which will increase consumer loyalty and maintain interest. In addition to giving Moersleutel a competitive advantage, this strategy positions the company as a leader in innovation and tailors its products to fit the tastes of the Irish market. Product development in conjunction with Porter's Differentiation Strategy guarantees Moersleutel's ability to hold its unique market position while consistently attracting and interacting with local Irish industry.

3.1.3. Porter's strategy

A company can have one of two primary forms of competitive advantage: differentiation or low cost. Three general strategies for achieving above average performance in an industry are cost leadership, differentiation, and focus. These strategies are derived from the two fundamental types of competitive advantage and the range of activities for which a firm aims to achieve them. There are two variations of the focus strategy: differentiation focus and cost focus (University of Cambridge, n.d.).

Cost Leadership: Although difficult in light of Moersleutel's premium positioning, cost leadership concepts are still applicable. For example, cost reduction through supply chain and production optimisation could enable competitive pricing without sacrificing quality. This could entail employing economies of scale, brewing process improvements, or better terms negotiations with suppliers (University of Cambridge, n.d.). However, any cost-cutting measures shouldn't compromise the perceived value because maintaining the premium image is essential.

Cost Focus: Moersleutel can use a cost focus strategy in certain market segments while still upholding a premium brand. For instance, they may provide multi-pack discounts or smaller can sizes to appeal to consumers on a budget who are searching for affordable luxury. Additionally, Moersleutel can offer competitive pricing in particular areas or outlets without sacrificing the overall premium perception by streamlining distribution channels and cutting costs associated with logistics (BYU, n.d.).

Differentiation Focus: This approach plays nicely to Moersleutel's current advantages. The business can focus on specific niche markets in Ireland, like enthusiasts of craft beer, upscale dining establishments, specialty liquor stores, and invitation-only gatherings. Moersleutel can establish a strong brand identity and foster customer loyalty by focusing their marketing efforts and product offerings on these particular market segments (Awware, 2022). To increase the brand's appeal to specific niche markets, some strategies include introducing limited-edition

flavours, partnering with nearby breweries to create special brews, or providing exclusive tasting opportunities (Coursera Staff, 2024).

Focus Strategy: By concentrating on particular market niches in Ireland, Moersleutel can implement a focused differentiation strategy. This can entail serving niche markets such as upscale dining establishments, specialised liquor shops, or invitation-only gatherings and festivals. Moersleutel can customise its marketing strategies and product offerings to cater to the distinct needs and preferences of these customers by focusing on these particular market segments. This approach guarantees a strong brand presence and customer loyalty (Simon Kucher, 2023).

Because Porter's Strategy Model places a strong emphasis on differentiation—a feature that is consistent with Moersleutel's unique value proposition—it is especially advantageous for the company's export into Ireland. Moersleutel is a premium craft beer company that specialises in specialty flavours like fruit punch, chocolate and caramel (Moersleutel, 2024). Moersleutel can concentrate on creating a unique market position that showcases these unusual flavours and premium quality by utilising differentiation strategy (Awware, 2022). In the competitive Irish craft beer market, where customers are prepared to pay more for unique high-quality goods, this strategy helps the business stand out (CaterBoss, 2023). Furthermore, Porter's model facilitates an in-depth understanding of the competitive environment and consumer preferences, allowing Moersleutel to effectively customise its marketing and distribution tactics. This guarantees that the business will be able to draw in and keep loyal customers, ensure long-term success in Ireland.

3.1.4. Treacy & wiersema

Treacy and Wiersema's theory is a useful tool in helping businesses formulate their strategies. Choosing which strategy to follow is crucial for developing a strategic marketing plan. They identify three value discipline strategies that organisations can implement in order to create added value and distinctive character relative to its competitors: Operational Excellence, Product Leadership, and Customer Intimacy (InteMarketing, n.d.).

Product Leadership: Although Moersleutel's focus on unique and premium craft beers is in line with product leadership, the constant pressure to innovate and set the standard can be risky and expensive (Comma, 2021). Constant innovation in product development demands a large investment in research and development, and there's always a chance that new tastes won't be well-liked by consumers. Furthermore, concentrating only on product leadership may take attention away from other important aspects of the company, like productivity and customer engagement (Teel, n.d.).

Customer intimacy: While it may seem perfect, customising goods and services to fit the needs of individual clients and building strong relationships with them can be difficult to sustain. It could be challenging for a business trying to enter a new market, such as Ireland, to quickly gain an understanding of local customer preferences (van Vliet, n.d.). Furthermore, strategies for customer engagement and personalised marketing can be expensive and take time to show results. Moersleutel may find it difficult to strike a balance between the requirement to effectively grow its market presence and providing individualised customer service (McKinsey & Company, 2021).

Operational Excellence: While cutting expenses and increasing efficiency are good things, concentrating on operational excellence may go against Moersleutel's premium and niche market positioning (Comma, 2021). Cutting costs and standardisation are frequently given top priority in successful operational strategies, which might undermine the brand's distinctive and superior reputation. Maintaining artisanal production methods and ensuring top-notch quality are essential for a premium product like Moersleutel's craft beer, and they might not mesh well with the cost-focused approach of operational excellence (OnTheList, 2024).

In conclusion, even though each of Tracey & Wiersema's value disciplines provides insightful information, Moersleutel's strategic requirements may not be completely satisfied by them. For Moersleutel to successfully enter the Irish market, a more well-rounded and comprehensive strategy may be needed (van Vliet, n.d.).

3.1.5. Hamel and Prahalad

A combination of specialised, team-based, integrated, and applied knowledge, skills, and attitude are the main focus of the Core Competence Model. Hamel and Prahalad claim that the creation of a new competitive space should be the primary goal of strategic objectives rather than suppressing competition. Rather than focusing on the past, they ought to look towards the future (Prahalad & Hamel, 1990).

Zomerdijk's primary skill and selling point is brewing unique, high-quality beers, which itself may not lead to success in the Irish market. They may face difficulties as a result of the strategy's emphasis on scale and scope because the brewery uses small batches and artisanal production techniques, which may not be compatible with the company's objectives for rapid expansion (Harvard Business Review, 2005). Furthermore, there is a chance that the model will not properly take into account the necessity of understanding and adapting to Irish consumer preferences and local market dynamics, which could lead to a misalignment with Moersleutel's brand identity and market positioning (van Vliet, n.d.).

3.1.6. BCG matrix

A planning tool called the Boston Consulting Group (BCG) growth-share matrix uses graphical representations of a company's products and services to try and help the company decide what it should sell, hold onto, or increase its investment in (Hayes, 2023).

The four-square matrix illustrates a company's offerings; the x-axis shows market share, and the y-axis shows the rate of market growth (Hayes, 2023).

The BCG Matrix's emphasis on market share and growth conflicts with Moersleutel's premium, niche positioning, so it might not be the best choice for the company's export into Ireland. Its oversimplified classification falls short of encapsulating the complexity of the craft beer industry (Management Consulted, 2023). The BCG Matrix's rigid structure is not flexible enough for the ever-evolving craft beer market. It also places a strong emphasis on market share and cost effectiveness, which could undermine Moersleutel's emphasis on differentiation and quality. Last but not least, the Matrix gives short-term profits priority over long-term client loyalty and brand development—essential factors for a luxury brand like Moersleutel (Boston Consulting Group, n.d.).

3.2. Model selection

For Moersleutel's export into Ireland, combining the Ansoff Matrix and Porter's Strategy Model is most beneficial. With the Ansoff Matrix offering a methodical approach to investigating growth opportunities and Porter's Model offering insights into the competitive landscape and consumer preferences, this combination guarantees thorough market analysis. By focusing on unique flavours and outstanding quality, Moersleutel is able to achieve differentiation while consistently innovating through the use of the Ansoff Matrix's product development strategies. By evaluating different growth paths and concentrating on high-impact, low-risk opportunities, this dual approach helps manage risks. Porter's Model provides positioning and competitive advantage, and the Ansoff Matrix offers multiple growth methods, all of which enhance strategic adaptability. This combination makes it easier to enter the marketplace successfully, utilising Moersleutel's unique selling points while also investigating new markets and product improvements. In order to maximise resources and ensure effective use of investments, competitive strengths and promising growth opportunities must be aligned. All things considered, by combining these models, Moersleutel is able to create a solid, multifaceted export strategy that makes use of its advantages, adjusts to the dynamics of the market, and seeks long-term growth in the Irish craft beer industry.

Appendix 4. Revenue model

A revenue model is a way to generate income for your company (Annaars, 2019). When exporting to Ireland there's a need to decide whether Moersleutel should change their current model or not. Each revenue model it's has pros and cons, so the best option will rely on things like the target market, resources, and goals of the brewery. Considered models:

1. **Transaction Model:** The buyer pays you for the goods they purchase from you. Developing a relationship with a customer can be challenging when using this model. If this course of action is chosen, a customer retaining strategy should be considered as well (Annaars, 2019). Zomerdijk is already doing this at their Alkmaar location (Zomerdijk, 2024). This model is the most profitable as there is no middleman or shipping costs (Intuit, n.d.).
2. **Subscription Model:** The customer makes a set payment every week, month, or year. They get access to company's goods or services in exchange. Customers that use the subscription model typically pay in advance, which is a big benefit. This implies that, for a given time frame, you can forecast your turnover (Annaars, 2019). Moersleutel is also already using this model in the Netherlands for their Guild Boxes of beer (Moersleutel, 2024).
3. **Online Shop Model:** Demand and supply are met by company's website or app. Just like transaction model, this is direct to consumer just through online platform (Annaars, 2019). Web sales are made when a consumer discovers your product through online searches or outbound marketing. In big-ticket markets, direct sales work well with multiple buyers and influencers because they are centred around inbound marketing (Dormand, n.d.). Moersleutel also already uses this model in The Netherlands and to sell their product internationally without committing to exporting to that country (Moersleutel, 2024).
4. **Wholesale Model:** Within the business-to-business market, one of the oldest business models is the wholesale model. Typically, a product's supply chain starts with suppliers of raw materials, moves through manufacturers, distributors, wholesalers, retailers, and ultimately ends with the final consumer. This revenue model minimizes profits (Pereira, 2020). Moersleutel already does this in The Netherlands by selling their product to shops and bars (Moersleutel, 2024).

Choosing **wholesale model** in Ireland is beneficial because the advertising laws there make it harder to build brand awareness in the new target group (Drinks Ireland, n.d.). By using this model and selling beer straight to pubs and stores, Moersleutel takes advantage of the drinking culture and makes a smooth introduction into craft beer market. This tactic offers customers memorable experiences in a comfortable environment, which not only increases brand recognition but also encourages customer loyalty (Copadis, 2022).

Appendix 5. Value creation

Value for Company:

1. Market Expansion and Growth:

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

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

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

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

2. Brand Recognition and Reputation Building:

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

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

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

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

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

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

Value for Customers:

1. Access to Unique and High-Quality Products:

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

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

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

2. Exploration of Global Beer Cultures:

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

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

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

Value for Industry:

1. Diversification and Innovation:

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

Stimulating Competition and Market Differentiation: By encouraging local breweries to try new flavours and brewing methods, Zomerdijk's entry raises the standard and variety of craft beers available. Moersluel's distinctive products help breweries stand out from one another, which fosters healthy competition and increases customer interest and engagement (Heakal, 2023).

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

1. Market Growth and Expansion:

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

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

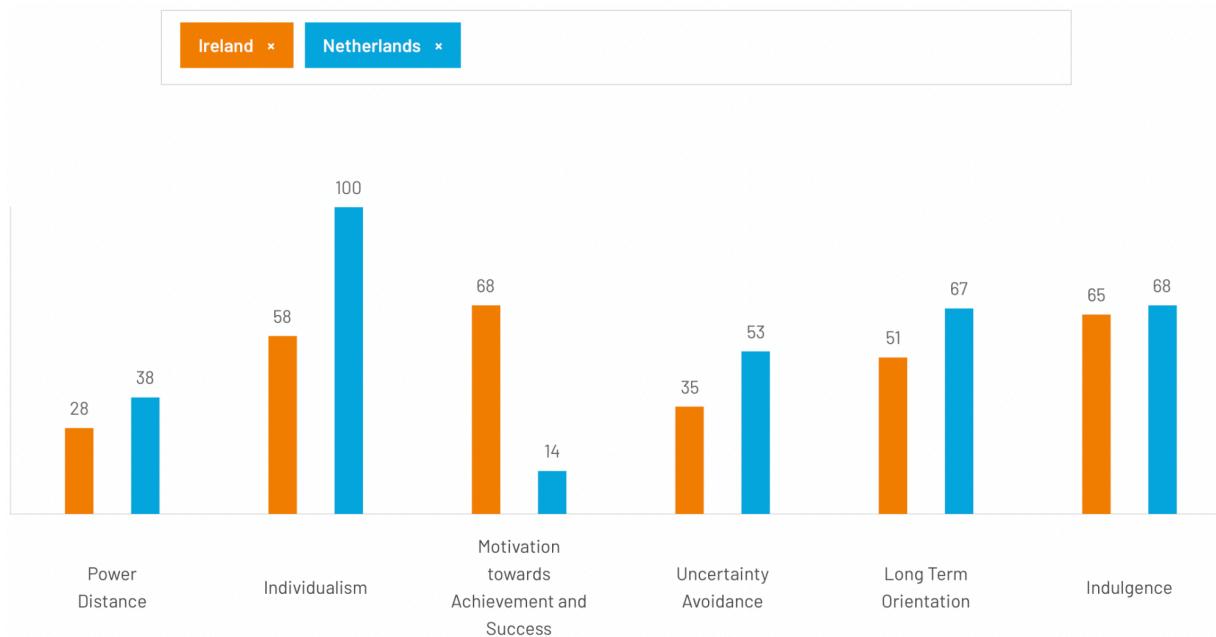
Economic Impact: The brewing industry's job creation and economic development are bolstered by the increasing demand for craft beers, which presents chances for investment and entrepreneurship (Kramer, 2023).

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

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

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

Appendix 6. Cultural Differences



Power distance:

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

Individualism:

Individualism is a political and social philosophy that places a strong emphasis on each person's moral worth (Lukes, 2024). Ireland scores 58, which makes them a relatively individualistic culture, but not as intense as the Netherlands at score 100. In Ireland employees in the business sector are expected to be self-sufficient and show initiative. In the exchange-based workplace, judgements about hiring and promotion are also made on the basis of merit or proof of abilities (Hofstede Insights, 2024). In the Netherlands, it's a loosely-knit social structure where people are expected to look out for themselves and their immediate families only (Hofstede Insights, 2024). When doing business In Ireland, Zomerdijk should prioritise being polite, funny, and humble over arrogant remarks, conflicts, or confrontations (Tremble, 2023).

Motivation towards achievement and success:

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

Uncertainty avoidance:

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

Long-term orientation:

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

Indulgence:

A society that is indulgent places a high importance on meeting people's needs and desires, while a society that is restrained values restraining one's impulses and depriving oneself of pleasures in order to conform to social norms (James Madison University, n.d.). Both Ireland and Netherlands score high on indulgences. Societies with high Indulgence scores tend to have people who are willing to give in to their desires in order to enjoy life and have fun. They are

generally optimistic. They also value leisure time more, behave however they please, and spend money however they please (Hofstede Insights, 2024). This is great for Moersleutel, who's product is more expensive than competition. They should target the niche demographic of beer connoisseurs who are willing to spend more if it's better quality, intriguing product (Bradley's Off-Licence, n.d.).

Recommendations:

- **Power Distance (Low):** just like the Netherlands, Ireland has “borrel” culture, because of that Moersleutel should organise monthly office pub nights (Gordon, 2024). Managers should be casual, everyone refers to each other by first names. When making important business decisions, managers should consult subordinates and hear out their perspectives. Salary distribution should be more or less equal between top and bottom employees (Hofstede, 2011, 9).
- **Individualism (Moderate):** Moersleutel should embrace their family business values as it's important for the Irish (Family Business Network, 2022, 1). The sense of bond and culture is a must within the company, working culture has to be nurturing and positive, the Irish like to feel like they belong (Swinburne, 2019). It's important to maintain work-life balance and not contact or talk about business with employees outside of work hours (Hofstede, 2011, 11).
- **Achievement Orientation (High):** Irish people are goal motivated and competitive (Hofstede Insights, 2024). Promotions should come strictly from achievements and not seniority or other reasons (Hofstede, n.d.). Managers should be clear with what exact work objectives they need Irish employees to meet and provide them with support and monitoring their process as they are goal oriented (Commisceo Global, n.d.). A good way to do that would be organizing weekly check-in meetings and regularly communicating with subordinates (Leaders Perception, 2024). Throwing corporate parties to celebrate achievements is beneficial (Indeed Editorial Team, 2024).
- **Uncertainty Avoidance (Low):** To best adapt in Ireland, the Dutch team will have to come to terms that the Irish are okay with stress and chaos, they are a low anxiety culture, they dislike rules and rigid structure (Hofstede, 2011, 10). This means Moersleutel has to be flexible as the Irish don't mind job hopping and are in fact considering doing so in 2024 (O'Dea, 2024). Provide general mental and physical health benefits, such as gym memberships and paying for psychological services of employees as most Irish companies do (Bourke et al., 2023). Work roles should be flexible, for example a sales person might like to collaborate or explore marketing roles (Hofstede, 2011, 10).
- **Long-Term Orientation (Balanced):** The Irish are very proud of their country so Moersleutel shouldn't critique it (Hofstede, 2011, 15). Honour regional traditions and customs while keeping an open mind to modernity and innovation in a way of doing

office celebrations for Irish national holidays such as St. Patrick's day (Hofstede, 2011, 15). Zomerdijk needs to find a middle ground between upholding customs and embracing new ideas. Show determination and flexibility in accomplishing goals (Commisceo Global, n.d.).

- **Indulgence (High):** Irish value their leisure time and prefer to spend it actively, so Moersleutel should provide workers with gym or wellness memberships (Hofstede, 2011, 16). In indulgent cultures it's seen as important to be happy, have fun and be full, thus a good idea would be to do treat days (such as pie, fruit, etc) on Friday's in the office (Ehsanfar, 2019). To market its unique brand and draw in discerning customers, Zomerdijk should take advantage of Ireland's indulgent culture. Presenting the beer experience as a source of fulfilment and pleasure will appeal to the Irish appreciation of leisure and enjoyment (Hofstede, 2011, 16).

Appendix 7. CSR

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

CSR in Ireland

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

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

The government committed to publishing a National Plan on Corporate Social Responsibility as part of its 2013 Action Plan for Jobs, emphasizing the part businesses can play in promoting jobs and local communities. By releasing this first National Plan on CSR, Ireland hopes to become a CSR leader and exemplar while also promoting and expanding CSR in the country.

They understand how important sustainable business practices are for promoting social cohesion, creating jobs, and safeguarding the environment. The government's role as an advocate for raising awareness is crucial in regards to CSR (Bruton T.D., 2014).

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

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

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

Discussion:

At the moment, Moersleutel's CSR strategy places a strong emphasis on legal and financial obligations but falls short on ethical behaviour and charitable contributions. Moersleutel should use the Carroll Pyramid model, which takes into account ethical, philanthropic, legal, and economic expectations, to improve its CSR strategy (Carroll, 2016). Moersleutel's mission of incorporating ethical business practices into its operations is in line with this framework. Although there are advantages to other CSR models, such as the IC CSR Model, Milton Friedman's Model, Ackerman Model, and PPP Model, Moersleutel's needs might not be entirely satisfied by them as they are currently doing the bare minimum (Lor, 2024) which in Ireland isn't enough (Bruton T.D., 2014). The philanthropic component of the IC CSR Model is absent, but it is still possible to match corporate goals with CSR activities (Walia & Chetty, 2020). The complexity of the Ackerman Model may make it inappropriate for evaluating Moersleutel's CSR activities (Xavier University, Bhubaneswar, 2020), and the PPP Model, while extensive, lacks charitable aspects (Boyle, 2023).

In order to benefit society, Moersleutel's CSR initiatives should put an emphasis on moral behaviour by treating stakeholders fairly and taking philanthropy into account. Moersleutel can improve its reputation, fulfil the community, and support sustainable development in Ireland by implementing the Carroll Pyramid model and concentrating on all four CSR dimensions. Moersleutel will be able to successfully address a variety of CSR issues due to this well-rounded strategy.

7.1. Caroll Pyramid Model for Moersleutel

Justification:

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

Economic Responsibility

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

Legal Responsibility

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

Ethical Responsibility

While not legally defined, ethical responsibilities encompass all actions, standards, guidelines, and regulations that are deemed acceptable or unacceptable by the community. In keeping with

the defence of stakeholders' moral rights, these expectations are meant to guarantee that companies respect the full range of norms, standards, values, principles, and expectations that represent and respect the opinions of clients, employees, owners, and the community (Carroll, 2016). Moerseulet satisfies its obligations by abstaining from slavery, not discriminating in the hiring process, and refusing to work with businesses whose principles conflict with their own (Lor. S., 2024).

Philanthropic Responsibility

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

7.2. Model Selection

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

7.2.1. Current People, Planet, Profit Model for Moersleutel

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

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

People

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

Moersleutel Brewery's stakeholders and their treatment:

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

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

Partners:

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

Planet

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

Profit

It is intended to encompass all of a company's impacts on the local, national, and global economies—both favourable and unfavourable (Grand Canyon University, 2021).

Moersleutel puts its earnings back into expanding the brewery. Employee salaries rise as a result of profits. Since the client is still a niche product, they currently have little influence over national, regional, or global economies (Lor. S., 2024).

Conclusion

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

The goal of Moersleutel, which is to successfully export their craft beer to Ireland, may be threatened by the emphasis on profit. One of the drawbacks of the PPP is the additional costs they must incur in order to switch to a export their product. Moersleutel must pay for the expenses of shipping product and higher excise tax, which may have an effect on output as well (Southern New Hampshire University, 2023). It is not selected for the CSR Ireland chapter as a result.

7.2.2. Intersecting Circle (IC) CSR model

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

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

7.2.3. Milton Friedman Model

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

Justification: Milton Friedman has had a huge influence. It was dubbed "the biggest idea in business" in 2016. Moreover, Milton Friedman's model, according to Harvard Business School professors Joseph L. Bower and Lynn S. Paine, influenced a set of behaviours by numerous actors on a variety of subjects, including corporate accountability, shareholder entitlements, executive compensation, performance evaluation, and director responsibilities (Treasure, 2021).

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

7.2.4. Ackerman model

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

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

Appendix 8. Operational Plan

8.1 Internal Organization

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

8.1.1 Strategy

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

8.1.2 Structure

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

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

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

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

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

8.1.3 Staff

Current communications: The term "staff" describes the individuals within an organisation who have the necessary skills to support the tasks of the organisation (Organisational report, 2024). Based on Belbin team roles model, Moersleutel should have workers spread out over all 9 roles, but as of right now - there isn't a need to open offices in Ireland, hence there isn't a need for 9

workers (Belbin, n.d.). As mentioned before in the organisational report, Zomerdijk brewery is fully staffed, specifically fuller in specialist positions (Moersleutel, n.d.). Their export strategy is collaborating with one importer who manages all legal and practical aspects (Zomerdijk, 2024).

Recommendations:

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

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

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

8.1.4 Systems

All of Moersleutel's products will initially be made in the Netherlands and shipped to Ireland in bulk. Using sea freight is the suggested shipping method due to its lower carbon emissions (Supreme Freight, 2024). This strikes a balance between quick delivery time, cost effectiveness and sustainable practises, making it appropriate for managing big volumes and guaranteeing that the product arrives undamaged (GWT Import & Export Specialists Ltd, n.d.). The beer is first transported by truck from the Netherlands brewery to the port of Rotterdam. The beer is then packed into containers and transported to an Irish port, like Cork or Dublin, by ferry (Irish Maritime Development Office, n.d.). The trucks take the beer to its destination after the containers are unloaded. This approach lowers import complications and is more financially sensible for shipping. Moersleutel should establish a local distribution network following the establishment of a strong market presence in Ireland, which should take approximately six to twelve months. With this modification, deliveries will be made more quickly, shipping expenses will be reduced, and import-related problems will be minimised (Department for Business & Trade, n.d.). By adhering to customs regulations, it will also guarantee that Moersleutel's products reach Irish consumers effectively and undamaged.

8.1.5. Style

Based on our research for the Organisational Report (2024), we determined that Moersleutel belongs to either the "delegates" or "joins" leadership styles according to the Tannenbaum-Schmidt Leadership Continuum. As discussed above, even though Moersleutel doesn't plan to establish a brewery or an office in Ireland (Client Briefing, 2024), they will still need to oversee a brand ambassador or collaborate with an importer. Ireland has a collaborative, relationship-focused management style that puts the needs of its employees and their output first. Approachable and sympathetic, managers value employee input in decision-making and promote open communication. Traditional and modern practices are balanced in the workplace. For more on this, please refer to Cultural Differences section in Business Strategy and Plan chapter. In a democratic setting, managers take into account the opinions of their staff when making decisions (Commisceo Globa, n.d.). Irish employees are typically entrepreneurial, at ease with uncertainty, and adaptable in the face of challenges. They value flexibility over rigid rules and regulations because it fosters an increase of creative solutions. It is unlikely that Moersleutel will have direct employees in Ireland, but if they do, they should adopt a transformational leadership style. This style is in line with Irish values and supports staff members by encouraging them to go above and beyond their own expectations and by creating a creative, supportive environment that advances their personal and professional development (Cherry, 2023).

8.1.6 Shared values

When exporting internationally, it's critical to comprehend various business practices. The Dutch place a strong emphasis on teamwork and collective decision-making, which is reflected in their dedication to equality and community. Punctuality and directness are highly valued in the country (Hofstede Insights, 2024). Openness to change, networking, and fostering strong relationships are valued more highly in Ireland than in other countries (Business Culture, n.d.). These qualities are essential for establishing enduring and fruitful business relationships. Moersleutel must adjust to the preferred distribution locations in the area and include common cultural symbols—such as the colours white, orange, and green, shamrock plants, and folkloric Leprechauns—into their packaging designs and marketing strategies in order to be culturally connected. In summary, Moersleutel should respect Irish cultural norms and values when exporting to Ireland while taking into account communication differences (Hofstede Insights, 2024).

8.2 CSR

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

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

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

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

Workplace CSR:

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

Environmental CSR:

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

Marketplace CSR:

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

Community Engagement CSR:

- Encourage the employment and skill-building programmes described in the EU Youth Employment Initiatives and the Action Plan for Jobs.

- As directed by the National Action Plan for Social Inclusion and the EU Social Business Initiative, participate in community partnerships and educational outreach.
- Carry out charitable giving and sponsorship initiatives in accordance with the National Social Innovation Fund and Charities Act.

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

8.3. People, planet and profit model

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

People

Employee Happiness and Engagement:

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

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

Inclusion and Diversity:

Create inclusive hiring procedures, employee resource groups, and diversity policies.

Participate in equal opportunities for all employees, promoting diverse leadership, and providing training on unconscious bias (IMS Marketing, n.d.), such as provided by Atlantic Technological University (Atlantic Technological University, n.d.).

Culture of Health and Safety:

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

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

Planet

Reduced Waste and the Circular Economy:

Adopt circular economy concepts, promote recycling and reuse, and put waste minimization techniques into practice. Participate in promoting product life extension, cutting back on single-use plastics, and collaborating with suppliers who use sustainable packaging

(European Parliament, 2023), such as Impact Aluminium (Impact Aluminium, 2023).

Minimizing carbon emissions and using renewable energy:

Collaborate with importers and distributors that prioritize transportation modes that lower carbon emissions, such as sea freight and electric cars (Supreme Freight, 2024). Make the switch to renewable energy sources, invest in energy-efficient technologies, and carry out energy audits. Participate in establishing goals for reducing energy use, mounting solar panels, and endorsing neighbourhood renewable energy initiatives (Office of Energy Efficiency & Renewable Energy, n.d.).

Profit

Management of the Supply Chain Ethics:

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

Investing in the community and creating shared value:

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

8.4 Legal aspect

8.4.1 Legal Form

Selecting a legal structure is an important choice that can affect the business's operations, liabilities, taxes, and overall regulatory obligations. As outlined by Companies Registration Office, these are the legal forms a business can take in Ireland (Companies Registration Office, n.d.):

- **Private Company Limited by Shares (LTD):** Members' liability is limited to unpaid shares. Maximum of 149 members. Can have one director and undertake any activity.
- **Designated Activity Company (DAC):** Members' liability is limited to unpaid shares and an agreed contribution if wound up. Requires at least two directors. Has specific stated objects.
- **Company Limited by Guarantee (CLG):** Members' liability is limited to an agreed contribution if wound up. Does not have share capital. Suitable for charities and professional bodies.
- **Public Limited Company (PLC):** Members' liability is limited to unpaid shares. Must have at least €25,000 in share capital, with 25% paid up before starting business.

- **UCITS:** Public limited companies for collective investment in transferable securities, regulated by the Central Bank of Ireland.
- **European Economic Interest Groupings (EEIG):** Facilitates cross-border commerce within the EU.
- **Societas Europaea (SE):** European public limited company formed under EU regulations, requiring members from different states.

Considering Moersleutel is established as a private limited company (Ltd) in the Netherlands, it makes sense to do the same in Ireland as they are familiar with this form and there isn't a need to change it. The Companies Act of 2014's registration requirements must be followed by foreign businesses that expand into Ireland. When exporting into Ireland, Ltd's must register as such within a month of export with the Companies Registration Office.

8.4.2 Labour Law

When exporting abroad it's crucial to comply with local labour laws. The best source of information about it is Workplace Relations Commission as it provides plentiful useful resources (Dublin, n.d.). Ireland has a complex labour law system that is to protect employees' rights by asking employers to provide fair wages and secure, healthy work environments (Schuster, 2024).

Employment contracts:

A written summary of the specifics of the employment contract must be given to the employee by the employer, according to the Terms of Employment (Information) Acts 1994 to 2014.

All new hires must get a copy of the following fundamental terms of employment within five days of beginning employment (Workplace Relations Commission, n.d.):

1. the complete names of the worker and the boss
2. The employer's address
3. the anticipated length of the a contract, if it is a temporary agreement, or the termination date if it is a fixed-term agreement.
4. The rate or method used to determine the employee's compensation
5. The amount of hours that the employer reasonably anticipates the worker to put in during a typical workday and workweek.

In addition, the complete written terms of employment must be provided within two months of the start of the job (Workplace Relations Commission, n.d.).

Minimum Wage:

The national minimum wage is set at €12.70 per hour as of January 1, 2024. Individuals under the age of twenty (20) are among those who receive sub-minimum rates (Citizens Information, 2024).

Working hours:

An average workweek can have no more than 48 hours. Depending on the situation, averaging may be spread out over a 4, 6, or 12-month period (Workplace Relations Commission, n.d.). This is established by The Organisation of Working Time Act of 1997.

Termination:

If an employer decides they no longer want to work with a candidate, they are expected to follow fair procedures. When firing an employee, an employer must provide one of the following justifications (Law Society of Ireland, n.d.):

The inability of an employee to perform their duties as a result of absence or tardiness.

Competence: the inability of a worker to perform up to the required level.

Qualifications: The inadequacy of an employee's credentials.

Redundancy: when a worker's services are no longer needed.

breaking the law: if keeping a person on staff would break the law.

Health and safety:

The Safety, Health and Welfare at Work Act of 2005 mandates that employers protect their employees' health, safety, and well-being at work to the greatest extent possible (Workplace Relations Commission, n.d.).

Discrimination and harassment:

Discrimination against employees and agency workers is illegal under the Employment Equality Act. This includes treating them unfairly, preventing them from applying for jobs, giving them different terms, conditions, or treatment, and denying them equal access to opportunities for advancement, training, and experience. Employers must refrain from enforcing discriminatory policies (Workplace Relations Commission, n.d.).

8.4.3 Taxes

Corporation tax rates in Ireland vary based on the size and type of income and can be as low as 12.5% and as high as 33% (Revenue Online Service, 2023).

The Corporation Tax (CT) has two rates (Revenue Online Service, 2023):

- 12.5% of trading revenue
- 25% of income from a trade that is excluded (as that term is defined in Tax Consolidation Act part 2)
- 25% goes towards non-trading revenue, such as investment and rental income.

Alcohol Excise Duty

Image x

Alcohol excise duty rates.

Beer	Exceeding 0.5% volume but not exceeding 1.2% volume	€0.00
	Exceeding 1.2% volume but not exceeding 2.8% volume	€11.27 per hectolitre per cent of alcohol in the beer
	Exceeding 2.8% volume	€22.55 per hectolitre per cent of alcohol in the beer

(Irish Tax and Customs, 2024).

Tax Treaties

On February 29, 2020, Ireland and the Netherlands signed a new income and capital tax treaty. The two nations' 1969 tax treaty is replaced by the new agreement. The Irish income tax, capital gains tax, corporation tax, and universal social charge are all covered by the treaty (Orbitax, 2020). By preventing fiscal evasion and double taxation, this treaty offers businesses a framework for efficient and transparent cross-border operations. The treaty facilitates smoother business operations and promotes international trade by ensuring Moersleutel can engage in cross-border trade while following the tax laws in both jurisdictions. This is achieved by aligning tax regulations between the two countries (Revenue - Irish Tax and Customs, 2020).

8.4.4 Intellectual Property

As of September 29, 2022, Moersleutel has a trademark that is already registered with the EUIPO under the filing number 018718642. This trademark is recognised across the EU. They only need to register their trademark with the Irish IPO (Intellectual Property Office) because they haven't registered any copyrights or patents.

8.4.5 Compliance with regulations

In 2018, the Public Health (Alcohol) Act was approved. It has some of the strictest regulations in the world regarding the pricing, labelling, selling, and promotion of alcoholic beverages. Public Health (Alcohol) Act's goal is to address underage drinking and alcohol abuse. The new policies are reasonable, supported by data, and practical (Drinks Ireland - IBEC, n.d.). There are five main sections to the Act:

1. **Minimum alcohol product prices:** at 10cent / gram of alcohol, each 330 milliliter can of beer would then be required to cost at least €1.07. Therefore the price goes up as the can gets bigger and the beer gets stronger proportionally (Government of Ireland, 2018).
2. **Mandatory labelling for alcohol products and notices in establishments with licences:** all alcoholic beverages labels must include a warning to inform the public of the danger of alcohol consumption, a warning to inform the public of the danger of alcohol consumption when pregnant, a warning to inform the public of the direct link between alcohol and fatal cancers, the quantity of grams of alcohol contained in the product, the energy value expressed in kilojoules and kilocalories contained in the alcohol product, details of a website run by the Health Service Executive providing information on alcohol and related harms (Government of Ireland, 2018).
3. **Bans and limitations on sponsorship and advertising:** It is against the law to advertise alcohol-related products in parks and other public areas, on public transportation (cars and trains), and within 200 metres of a school, playground or child services facility, ads with cancer health warnings will have to be included as part of this. (Section 13). Advertising for alcoholic beverages is only allowed during the showing of films that have an over-18 certification, the maximum amount of space allotted to alcohol products in a publication is 20%, excluding trade publications (Section 18). Advertising watershed restrictions prohibit alcohol-related advertisements on television between the

hours of 3 a.m. and 9 p.m., and on radio between midnight and 10 a.m., or 3 p.m. and midnight on weekdays (Section 19) (Government of Ireland, 2018).

4. **The separation and display of alcohol-related products and advertisements in particular licenced establishments:** all alcohol must be displayed in a designated area of a retail establishment that is divided from other areas by a physical barrier that is at least 1.2 metres high and obscures the view of alcohol and alcohol-related advertisements. Smaller retail stores, one or more connected, enclosed storage units on the shop floor where the merchandise is at least 1.5 metres above the floor (Government of Ireland, 2018).
5. **The control of the supply and sale of alcoholic beverages under specific conditions:** the act places a number of limitations on the promotion of drinks in retail establishments. Section 23 forbid the following: the distribution or utilisation of bonus or loyalty points in connection with the selling of alcoholic beverages, the marketing and sale of alcoholic beverages at a discount or for free when combined with other goods or services, alcohol products, or both, the promotion and sale of alcoholic beverages for three days or less at a discounted price (Government of Ireland, 2018).

Appendix 9. Marketing Plan

9.1 Marketing objectives

OBJECTIVE 1: market penetration.

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

OBJECTIVE 2: brand awareness.

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

OBJECTIVE 3: brand awareness.

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

Because consumers favour well-known brands, brand awareness gives businesses a competitive advantage by influencing consumer behaviour. This can be seen in the way people shop online, where they will pay more for well-known brands like Samsung or Apple (Podolsky, 2023). In a similar vein, consumer loyalty and trust are increased by a well-known brand. Consumers are more willing to pay a premium and stick with a brand when they have trust in its reliability (Killip, 2021). Moersleutel needs to do this by focusing on the Irish market with strategic marketing campaigns, active participation on social media, and sponsorship of regional beer festivals and events (Newberry, 2023).

9.2. Marketing mix

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

9.2.1 Product

Moersleutel Brewery offers a range of flavours and characteristics in their craft beers. The main objective of the brewery is to create innovative, high-quality beers that appeal to a diverse range

of consumer preferences (Client Briefing, 2024). In addition to a large selection of 33 different craft beers, Moersleutel Brewery also sells branded goods like beanies and mugs. In light of the Irish beer market's growing inclination for unique flavours and high-quality ingredients, Moersleutel ought to concentrate on providing innovative low-alcohol alternatives for its exports to Ireland. For this reason Ansoff Matrix product development strategy was chosen. Although this strategy has the benefit of not requiring as much market research or product changes, it might not work well in a competitive market like the Irish beer industry (Jones, 2024). To overcome these issues, Zomerdijk needs to make use of additional tactics to grow brand recognition and competitiveness, such as establishing collaborations with local breweries. These strategies are necessary for breaking into overseas markets and growing the customer base abroad.

- **Local Alliances and Partnerships:** When entering a new market, forming alliances with locals provides significant advantages such as pre-existing networks, cultural awareness, and market knowledge. Working together with agents, distributors, or associated local companies increases brand awareness, penetrates new markets, and guarantees local laws are followed (International Trade Council, 2023).
- **Localization of Products:** This refers to modifying products to fit in to regional customs, laws, and preferences. This entails altering the features, marketing, packaging, and branding (Pokorny, 2024). Businesses gain trust by communicating in the local tongue and demonstrating a knowledge of customs (International Trade Council, 2023). Moersleutel might, for instance, incorporate Leprechauns, white, orange, green, and other Irish symbols and colours into their merchandise.

9.2.2 price

- **Value-Based Pricing:** Value-based pricing is based on how much a customer believes a product or service is worth. The customer's willingness to pay is the main focus (Bloomenthal, 2023). Effectiveness can be defined as having special features or providing exceptional value in comparison to other options.
- **Penetration Pricing:** In order to rapidly increase market share, penetration pricing entails starting at a lower price than average. Later on, the price might go up (GfK, n.d.). Frequently employed to draw clients quickly when introducing a new product or breaking into a new market.
- **Competitive Pricing:** In competitive pricing, the price is established by comparing it to what competitors are asking for comparable goods or services. The objective is to maintain comparability with market rates (Khartit, 2019). This is helpful in markets where firms must maintain their competitiveness and where price is a determining factor.

By offering low prices, penetration pricing supports brand loyalty, helps in gaining traction in new markets, and discourages new competitors. Additionally, it sets the brand apart from competitors and results in a high inventory turnover due to increased demand (American Express, 2023). Moersleutel can enter the market competitively without compromising premium pricing, as the

average cost of imported beer in Ireland has risen above 6 euros per beverage and is expected to reach 8 euros by 2028 (Statista, 2024). This strategy gives them a competitive edge and is a cautious long-term investment because it enables them to grow their customer base and possibly raise prices in the future.

9.2.3. Place/distribution

A distribution strategy is a plan that describes how a business provides its clients with its goods or services. It entails choosing the distribution channels, middlemen, and logistics that will enable products to reach the intended market (White & Dent, 2018).

Moersleutel Brewery distributes their beers through a variety of channels, such as their website, supermarkets, local bars, and the "Scrapyard" taproom (Client Briefing, 2024). Additionally, they provide shipping to all countries and have a sizable network of distributors and retailers spread throughout numerous countries. If Moersleutel keeps their operational base in the Netherlands and carefully selects the best distribution strategies, exporting their beers to Ireland is more efficient.

A well-thought-out distribution strategy increases product delivery effectiveness and saves time. Important elements include choosing the location and method of consumer goods purchases, using internal resources to reduce costs, and contracting out necessary services. A successful strategy should be user-friendly to ensure that the target audience can easily access the product and to encourage repeat purchases. You can expand your customer base and boost brand recognition by modifying the plan to meet the growth objectives (Paack, 2022).

Through their website and social media accounts, Moersleutel is able to sell directly to customers thanks to their own direct distribution system. Because they can ship globally from the Netherlands, this method gives Irish customers direct access, eliminates inefficiencies, and gives control over the distribution process (Ross, 2024).

Wholesalers concentrate on storage and delivery while buying goods in bulk from manufacturers and reselling to retailers (Jehanne, 2024). Musgrave MarketPlace is one of the well-known Irish wholesalers to which Moersleutel can export (Aeroleads, n.d.).

Retailers are the last link in the supply chain. They mark up products' prices to make a profit and sell them to customers online or in physical stores. For their beer exports, Moersleutel may eventually go after well-known Irish retailers like Spar and Dunnes Stores (McHugh, 2023).

9.2.4. Promotion

Social Media Campaign:

The target audience consists of craft beer enthusiasts who reside primarily in Ireland's major cities, such as Dublin, Galway, Cork, and Waterford, and who are between the ages of 18 and 34 (Alcohol Ireland, 2024).

Platforms: Moersleutel's marketing success depends on selecting the best social media channel out of the many that are available (Export Import Management Institute, n.d.). Most suitable social media platforms would be Facebook, Instagram and Youtube (Similar Web, 2024).

Message: Social media messaging, which is an essential component of branding strategies, encompasses all interactions that a brand has with its followers on social media platforms. It facilitates direct, individualised communication, which helps to communicate a brand's mission and develop its identity. Good social media messaging improves online visibility, builds relationships with audiences, and aids in achieving communication objectives (Suresh, 2024). Zomerdijk should convey the message of luxury, premium quality, social connections with Moersleutel beer.

Tone of message: Since social media has completely changed communication, it is essential to choose your tone of voice in order to effectively connect with your audience and build a solid online presence. This writing style captures the essence of your brand's personality in posts and comments by incorporating elements of style, attitude, and personality (The Social Game, 2023). To best fit Moersleutel's audience, the tone should be playful and youthful.

Promotion Plan and Schedule:

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

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

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

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

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

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

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

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

Cost:

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

Calculation:

Week 1-2: Visual Content Showcase and Instagram Poll

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

Week 3-4: Sponsored Content and Client Success Stories

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

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

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

Week 7-8: Articles on Website and Continued Promotion

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

Total Estimated Cost for LinkedIn Marketing: $1,050\text{€} + 1,050\text{€} + 1,050\text{€} + 1,050\text{€} = 4,200\text{€}$

9.2.5 People and Resources

Moersleutel Brewery should carefully consider the number of employees and distribution of resources before entering the Irish market. Value creation requires co-creation with external parties and stakeholders (*Williams*, 2023). In order to accomplish shared objectives with the importer, marketing collaboration is essential. This involves exchanging ideas and resources. As discussed in the Staff section of operational plan, as of right now Moersleutel doesn't need to hire any new staff, but if the expansion into Ireland is successful, they might want to expand their team in the future.

If Moersleutel wants to effectively carry out their marketing plan, they should think about utilising their current data analyst, campaign scheduler, calendar manager, accounting professional, and local content curator that are based in the Netherlands. This cooperative strategy ensures that objectives and the demands of the Irish market are met. Underscoring the significance of cooperation and specialised knowledge for accomplishment (*Castañer & Oliveira*, 2020).

Resources and a committed team are needed to carry out Moersleutel's extensive marketing plan.

Marketing through social media (META Platforms: Facebook, Instagram, and Twitter):

Social media manager: Planning, carrying out, and overseeing the social media strategy are the responsibilities of the (Kader, 2023).

Content Creator: To create aesthetically pleasing content that supports the campaign's objectives and the brand (A. Team & Team, 2023).

Digital marketing specialist: concentrated on improving the digital marketing campaign (Kader, 2023), taking into account the engagement of the target audience and the principles of the AIDA model (Hanlon, 2023).

If chosen, the **local content curator** is in charge of curating content specifically for the Irish audience in the area (Atarodo, 2023).

Financial Aspect (META Marketing Campaign):

Accountant: Manages finances, making sure the campaign stays within the budget allotted (Samani, 2023). oversees the daily budget allotted to the META marketing initiative.

Management of Schedules: The campaign scheduler organises and arranges adverts in accordance with the designated peak hours (Dilshan, 2023).

Calendar Manager: Consistency in posting schedules and campaign timeline monitoring are ensured (A. Team & Team, 2023b).

Evaluation team: assesses the campaign's effectiveness and offers suggestions for improvement (Zagrodska, 2023).

General:

Project Manager: Ensuring that all teams are coordinated and overseeing the marketing strategy as a whole (Wrike, n.d.).

Data analyst: gathers and examines data to obtain insights for improving current campaigns (Irwin, 2023).

9.2.6 Physical evidence

Physical evidence in marketing promotions refers to the tangible elements that consumers can see, touch, or experience and that support the intangible qualities of a product or service (Oxford, 2023). When Moersleutel first begins selling beer in Ireland, they should make a good impression on their patrons. They need to request that they post reviews on their website, display a pop-up feature announcing their launch in Ireland, and submit testimonies outlining the first thoughts of their Irish customers following product tastings.

Furthermore, by offering information in their language, Moersleutel's website would benefit the neighbourhood and encourage comfort and inclusivity by incorporating an Irish translation. This deliberate action addresses potential language barriers and facilitates the creation of a more personalised experience (Allen, 2020).

9.2.7 Process

In marketing promotion, the word "process" refers to the procedures, frameworks, and flow of actions involved in giving a customer a service or good. The turnaround time for bookings and meetings, what to do following a purchase, and how to obtain positive feedback are all important considerations. However, effectiveness is essential (McCabe, 2024). Thus, Moersleutel needs to optimise their marketing processes to ensure a seamless customer journey from awareness to purchase and beyond. This includes lead generation, post-sale communications, and customer support.

9.3 legal implications

When exporting to Ireland, Moersleutel has to deal with legal implications such as advertising rules, health warnings, labelling specifications, consumer protection legislation, and intellectual property rights compliance. Following these guidelines can reduce risks, increase consumer confidence in the brand, and lay the groundwork for profitable business ventures in the Irish market.

9.3.1. Legal aspects of online and in person advertisement in Ireland

Online advertising:

In accordance with EU (Consumer Information, Cancellation, and Other Rights) Regulations, it's mandatory for sellers online to provide clear information about product, its price, delivery and other costs as well as the option to cancel an order at any time). There should be no hidden fees and all expenses should be disclosed Customers should have easy access to and comprehension of the terms and conditions (European Union - (Consumer Information, Cancellation and Other Rights), 2013).

According to the general data protection regulation concerning data protection, companies must get users' full permission before collecting and using their personal data. This holds true for online advertising where user information may be utilised for more focused advertising. Clearly defined privacy policies that specify the uses, storage, and security measures for consumer data must be made available (European Union, 2018).

In person advertising:

9.3.2. Advertising standards/regulations

It is illegal to advertise alcohol (ASAI, 2023):

- Within 200 metres of a school, nursery or local government playground, in or on public transportation vehicles, and at stops or stations for public transportation;
- In a movie theatre, barring films rated 18 or those shown in a licenced space within a movie theatre;
- On kids' clothing;

- At an event specifically designed for children, or when the majority of attendees are children;
- During a game or competition, on a sports field, playing surface, or other playing area (this does not include the stadium, the hoarding surrounding a sports pitch, or the team's attire);
- Events featuring automobiles and other vehicles, as well as events targeted towards children, are prohibited from sponsoring alcohol. This excludes sponsorship from owners of alcohol licences. For example, a pub or hotel can sponsor an event.

From January of 2025 it will be illegal to advertise alcohol (ASAI, 2023):

- Television between 3am and 9pm;
- Radio on a weekday between midnight and 10am, and between 3pm and midnight.

9.3.3. Broadcast and print advertising

It is illegal to advertise alcohol on broadcast (BAI, 2019):

- Alcohol advertisements are not permitted to air during or in close proximity to children's programming, according to the Broadcasting Authority of Ireland (BAI) Code. To make sure that these advertisements don't reach children, certain timeslots have been set aside.
- Ads for alcohol cannot imply that drinking has therapeutic benefits or leads to social success. Additionally, they cannot imply that people who don't drink are less successful or attractive.

Regarding Print Media:

- Print ads for alcohol, like those in broadcast media, are subject to strict content regulations to guarantee they are not deceptive, offensive, or directed towards children (BAI, 2019).

9.3.4 Health warnings and labelling

Labels must be clear, legible, and in English or Irish. The health warnings must be prominent and not obscured by other information or design elements. All alcoholic beverages must include specific health warnings, details about the alcohol content, and the quantity of alcohol in terms of standard drinks. This is to inform consumers about the risks associated with alcohol consumption (Slattery, 2024).

9.3.5 Consumer protection

False or misleading advertising is prohibited by the Consumer Protection Act of 2007. The product's characteristics, origin, and positives must all be truthfully represented in advertisements (ASA, 2024).

Additionally, product claims have to be substantiated. For example, claims by Moersleutel that their beer is brewed using particular ingredients or techniques must be accurate and supported (ASAI, 2023).

Enforcement: the competition and consumer protection commission (CCPC) makes sure that consumer protection laws are obeyed. They have the authority to look into complaints and take legal action against companies that use unfair or misleading business practices. They also advise companies about their legal responsibilities and helps consumers understand their rights (Government of Ireland, 2024).

9.3.6. Product requirement

Ireland's official standards organisation is called NSAI, or National Standards Authority of Ireland. The goal of NSAI is to build global consumer trust and the infrastructure necessary for goods and services to be known and trusted (Department of Enterprise, Trade and Employment, 2023).

- **Documentation and Reporting:** For operational and legal compliance, accurate documentation and reporting are crucial. To maintain accountability and transparency in the Irish market, this includes getting export licences, supplying certificates of origin, submitting the necessary tax documentation, and establishing regular reporting systems (Ministrie van Buitenlandse Zaken, 2022).
- **Regulatory Compliance and Certifications:** It is essential to guarantee compliance to Irish food safety regulations and acquire relevant certifications, including ISO 22000 and HACCP. In order to maintain compliance, this also entails registering products with Irish authorities and getting ready for regulatory audits (Food Safety Authority of Ireland, n.d.).
- **Customs and Import Rules:** A seamless import procedure depends on your comprehension and adherence to Irish customs and import rules. To prevent delays, this involves identifying the appropriate tariff classifications, getting ready the required paperwork, and being aware of the customs clearance processes (Food Safety Authority of Ireland, 2024).
- **Health and Safety Regulations:** To avoid contamination and guarantee the safety of consumers, strict adherence to health and safety standards is essential during production. This entails adhering to hygiene standards in the production facility, conducting routine safety inspections, and clearly labelling allergens (Food Safety Authority of Ireland, n.d.).
- **Packaging and Labelling:** In order to abide by Irish and EU regulations, proper packaging and labelling are necessary. This entails utilising the proper supplies and including all required information on labels, such as health warnings, product details, and manufacturer information (International Trade Administration, 2024).

9.3.7. GDPR

The world's strictest privacy and security legislation is the General Data Protection Regulation (GDPR), which is imposed by the European Union. Organisations handling data related to the European Union are subject to strict obligations, and non-compliance carries severe consequences. This law demonstrates Europe's commitment to safeguarding the privacy of personal data, with a focus on small and medium-sized enterprises (Roberts, 2023).

Moersleutel is subject to various GDPR requirements. Guaranteeing the legality, equity, openness, restriction of purpose, data minimization, precision, restriction on storage, integrity, and confidentiality are a few of these. The business must uphold each person's right to access, correct, erase, limit, and object to data processing. Moersleutel also needs to keep thorough records of all data processing operations and implement data protection measures from the beginning of every project (European Union, 2018).

- **Procedures for Handling Data:** Moersleutel will put strong policies in place for managing personal data, including asking data subjects for explicit approval. The organisation will use techniques like encryption and anonymization to guarantee data accuracy and safe data storage. To protect personal information, sophisticated security measures will be implemented (European Union, 2018).
- **International Data Transmissions:** in compliance with GDPR regulations, Moersleutel will manage the transfer of personal data between EU and non-EU nations. As part of this, make sure that appropriate safeguards are in place, such as binding corporate rules or standard contractual clauses (European Union, 2018).
- **Breach Notification:** Moersleutel will adhere to a strict procedure for detection, reporting, and investigation in the event of a data breach. This entails promptly informing the impacted parties and notifying the appropriate authorities within 72 hours (Sen, 2024).
- **Effect on Business Operations:** Moersleutel's operations in Ireland will be impacted by GDPR compliance since it will require stringent data protection measures. Changing business procedures to comply with GDPR regulations and making sure all data handling procedures are compliant are possible obstacles (European Union, 2018).
- **Monitoring and Auditing:** to guarantee continued compliance with GDPR, ongoing monitoring and routine audits will be carried out. This entails assessing data protection procedures and implementing any required modifications. Additionally, providing training for employees on compliance with GDPR and data protection (Sen, 2024).
- **Penalties and Risks:** significant fines, up to €20 million or 4% of annual global turnover, whichever is higher, may be imposed for noncompliance with the GDPR. To reduce the risks associated with data breaches, Moersleutel must strictly abide by GDPR regulations (IT Governance, n.d.).

9.4 Financial Substantiation

Moersleutel's marketing plan includes financial substantiation, which is a brief justification that outlines budgetary allocations, projects expenses, and allocates spending amongst marketing objectives. This financial analysis shows the plan's financial viability and potential profitability while painting a clear picture of the company's strategy (Moorman, 2021).

The estimated total cost for Facebook posts and Instagram reels is €2,970.

The estimated total cost for Facebook and Instagram stories is €2,970.

The estimated total cost for the Ireland video, "First Impressions," on YouTube is €1,350.

The combined estimated total cost of marketing is $\text{€2,970} + \text{€2,970} + \text{€1,350} = \text{€7,290}$.

Calculation:

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

Duration: 2 weeks

Daily Budget: 50€ - 100€

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

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

Duration: 2 weeks

Daily Budget: 50€ - 100€

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

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

Duration: 2 weeks

Daily Budget: 50€ - 100€

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

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

Duration: 2 weeks

Daily Budget: 50€ - 100€

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

Total Estimated Cost for LinkedIn Marketing: $1,050\text{€} + 1,050\text{€} + 1,050\text{€} + 1,050\text{€} = 4,200\text{€}$

To sum up, Moersleutel's marketing plan offers a breakdown of the budget and is financially sound. In addition to estimated costs for Facebook, Instagram, and YouTube promotional videos. This essential element will guarantee the plan's financial viability by aligning spending with strategic objectives.

Appendix 10: Conclusion

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

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

Sub-questions:

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

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

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

Moersleutel will maintain its current organisational structure and modify its communication to conform to regional norms in order to join the Irish market (Hofstede Insights, 2024). Products

will be shipped from the Netherlands at first, but after the market is established, a local distribution network will be established. We plan to hire a local brand ambassador and add more local employees as needed. In keeping with Irish values, Moersleutel will prioritise teamwork, worker welfare, and innovation (Bruton T.D., 2014). Business relationships will be strengthened by adhering to cultural norms and using local symbols in marketing. It is recommended that Moersleutel form a private limited company (Ltd) in Ireland, mirroring its existing Dutch organisational structure (Hayes, 2024). It is essential to adhere to Irish labour laws, tax regulations, and alcohol excise duties. Craft beer exporters must abide by laws pertaining to food safety, EU directives, age verification, alcohol labelling, advertising, and other regulations (Office of the Attorney General, z.d.-c). By guaranteeing adherence to tax laws in both nations, the tax treaty between the Netherlands and Ireland will promote cross-border trade. It is also crucial to register a trademark with the Irish IPO in order to protect intellectual property. These actions will assist Moersleutel in meeting regulatory obligations and achieving long-term success in Ireland.

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

Moersleutel Brewery needs to concentrate on both brand awareness and market penetration in order to have a successful launch and expansion into the Irish market. The main marketing goals are to secure partnerships with local pubs and retailers within nine months and to capture 10% of the Irish craft beer market share in the first year. It's also critical to raise brand awareness by 20% in the next six months. Moersleutel needs to do this by focusing on the Irish market with strategic marketing campaigns, active participation on social media, and sponsorship of regional beer festivals and events (Newberry, 2023). Effective distribution methods, competitive pricing, and high-quality products should be highlighted in the marketing mix designed specifically for Ireland. Irish consumers' changing tastes will be satisfied by Moersleutel's wide selection of craft beers, which includes low-alcohol options (Client Briefing, 2024). In a saturated market, penetration pricing can help draw clients quickly, and targeting major cities like Dublin and Galway with a targeted distribution plan will increase market reach (Fernando, 2024). To increase brand visibility, promotional activities should make use of social media campaigns, neighbourhood collaborations, and attendance at craft beer festivals. Moersleutel's market presence will be bolstered by digital marketing tactics such as content customised for the Irish market and partnerships with regional influencers. Customer satisfaction and loyalty will increase if all processes, from customer inquiries to post-purchase interactions, are executed efficiently. Through the integration of these strategies and a concentration on thorough market research, Moersleutel Brewery can achieve sustainable growth, establish a strong customer base, and effectively penetrate the Irish market. By taking these actions, Moersleutel should be able to successfully join the Irish beer market and attract more attention from around the world.

Central question:

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

By utilising product development and differentiation strategies, such as introducing flavours catered to Irish preferences and partnering with local breweries, Moersleutel Brewery can successfully export premium craft beer to Ireland. In order to ensure compliance with local laws and tax regulations, Moersleutel will create a local distribution network, appoint a local brand ambassador, and establish a private limited company in Ireland before beginning shipping from the Netherlands. The main goals of marketing initiatives will be to increase market penetration and brand awareness through influencer and pub partnerships, social media campaigns, and event sponsorship. Building long-term brand loyalty and capturing a 10% market share in the first year are the goals of this all-encompassing strategy.

Appendix 11: Weekly reports

WEEK 1

Company: Zomerdijk Brewery

Class: B2

Position	Name	Student ID No.	Telephone	Email address
General Manager	Adelina Baranauskaite	697247	0619258095	697247@student.inholland.nl
Research Manager	Fabio Holkema	696129	0629372670	696129@student.inholland.nl
Financial Manager	Maxim Miskov	698081	+421914334462	698081@student.inholland.nl
Legal Affairs Manager	Nyasha Chirombe	692773	0645522411	692773@student.inholland.nl
Marketing Manager	Rupina Sarkis	701320	0639759706	701320@student.inholland.nl

This is what our group did last week (be specific):

- First research of our client's website and socials to get to know client's business and prepare for the debriefing presentation held at Inholland.
- Preparing questions for the client debriefing
- Creation of a collaboration contract
- Assigning the roles in the team

What challenges/questions did we seek to resolve this week?

- Challenge: Create a collaboration contract that is sufficient and creates a healthy environment and discipline among the team

What were our key aims and/or deadlines this week?

- Get to know the client

- Create and sign the collaboration contract
- Be present at the classes |

What were the issues this week?

- Create and sign the collaboration contract
- Be present at the classes

What were the issues this week?

- Rupina wasn't present during the kick-off and went to a meeting with a wrong client.

Tasks assigned to the individual team members:

General Manager:

- Get in touch with the client through email
- .
- .
- .

Research Manager:

- .
- .
- .
- .

Financial Manager:

- .
- .
- .
- .

Legal Affairs Manager

- .
- .
- .
- .

Marketing Manager:

- .
- .
- .

WEEK 2

Submit a copy of your weekly report, signed by every student on the team, to your coach every Monday.

A copy of each weekly report must be included in the export study report (UoS 4).

Company: Zomerdijk Brewery
Class: B2

Position	Name	Student ID No.	Telephone	Email address
General Manager	Adelina Baranauskaitė	697247	0619258095	697247@student.inholland.nl
Research Manager	Fabio Holkema	696129	0629372670	696129@student.inholland.nl
Financial Manager	Maxim Miskov	698081	+421914334462	698081@student.inholland.nl
Legal Affairs Manager	Nyasha Chirombe	692773	0645522411	692773@student.inholland.nl
Marketing Manager	Rupina Sarkis	701320	0639759706	701320@student.inholland.nl

This is what our group did last week (be specific):

- We created a task list on Trello and divided them among us.
- We had the first coaching session on Tuesday, where we discussed the client and what are the preferred chapters to start with. Mark advised us to start with the internal analysis then followed by the external analysis, and so we did.
- We had the second coaching session on Friday, where we asked Mark questions about the models to help us proceed with the report.
- Assigning the roles in the team

What challenges/questions did we seek to resolve this week?

- Challenge: we struggled attending the coaching session on Tuesday as there was a misunderstanding in the timeslot of the meeting. Only two group members were able to attend the meeting.
- Questions: We asked Mark about the problem description of our client because it wasn't very clear to us.

What were our key aims and/or deadlines this week?

- Each group member had to try and finish at least one of their assigned tasks.
- Be present at the classes.

What were the issues this week?

- Rupina skipped the last class on Tuesday without letting other group members know and it caused irritation among the group because of her lack in professional attitude as she also attended the wrong client debriefing, and it was communicated in the WhatsApp group and Rupina did apologize and promised to do her best to be professional but she was still given an unfair warning without the approval of two group members.
- Adelina did also skip the last class on Friday without letting the last group member (Rupina) know which indicated a lack of professionalism as well. Later on Rupina sent a short message in the WhatsApp group reminding Adelina to keep herself accountable to the same standards that were set in the group. She apologized and said it won't happen again. No warning was given to her.

Tasks assigned to the individual team members:

General Manager: Adelina

- Create Trello
- .
- .
- .

Research Manager: Fabio

- Start working on the 7's
- .
- .
- .

Financial Manager: Maxim

- Finish the Product Market Combination
- .
- .
- .

Legal Affairs Manager: Nyasha

- Start with the Legal aspects.
 - .
 - .
 - .
-

Marketing Manager: Rupina

- Organize the online coaching session on Friday.
- Finish PESTLE
- .
- .

Signatures:

Adelina Baranauskaite

Fabio Holkema

Maxim Miskov

Nyasha Chirombe

Rupina Sarkis

WEEK 3

Company: Zomerdijk Brewery
Class: B2

Position	Name	Student ID No.	Telephone	Email address
General Manager	Adelina Baranauskaite	697247	0619258095	697247@student.inholland.nl
Research Manager	Fabio Holkema	696129	0629372670	696129@student.inholland.nl
Financial Manager	Maxim Miskov	698081	+421914334462	698081@student.inholland.nl
Legal Affairs Manager	Nyasha Chircombe	692773	0645522411	692773@student.inholland.nl
Marketing Manager	Rupina Sarkis	701320	0639759706	701320@student.inholland.nl

This is what our group did last week (be specific):

- We scheduled a group meeting to check in with the process and if anyone needs any help.
- We had our third coaching session on Thursday, where we asked Mark for feedback on our finished parts
- By the end of the third week we have already done the problem statement, central and sub questions.

What challenges/questions did we seek to resolve this week?

- Challenge: We weren't sure about our problem statement and the central, sub questions. We weren't quite sure whether we have identified and formulated the problem correctly.
- Questions: We asked Mark feedback about our already finished parts

What were our key aims and/or deadlines this week?

- Each group member had to try and finish at least one of their assigned tasks.
- Be present at the most classes.

What were the issues this week?

- Struggling to identify the client's problem situation and finding trustworthy sources to cite from.
- Also it was difficult to choose the right models for each chapter, that are best suited for our client.

Tasks assigned to the individual team members:

General Manager: Adelina

- Brainstormed about the problem statement and the central -sub questions
- Finished the first draft of the first chapter
- .

Research Manager: Fabio

- Progress with the 7's
- .
- .
- .

Financial Manager: Maxim

- Finished the first draft of the Product Market Combination
- .
- .
- .

Legal Affairs Manager: Nyasha

- Working on the Legal aspects.
- .
- .
- .

Marketing Manager: Rupina

- Finished the first draft of PESTLE.
- .
- .
- .

Signatures:

Adelina Baranauskaitė

Fabio Hokema

Maxim Miskov

Nyasha Chirombe

Rupina Sarkis

WEEK 4

Company: Zomerdijk Brewery
Class: B2

Position	Name	Student ID No.	Telephone	Email address
General Manager	Adelina Baranauskaite	697247	0619258095	697247@student.inholland.nl
Research Manager	Fabio Holkema	696129	0629372670	696129@student.inholland.nl
Financial Manager	Maxim Miskov	698081	+421914334462	698081@student.inholland.nl
Legal Affairs Manager	Nyasha Chirombe	692773	0645522411	692773@student.inholland.nl
Marketing Manager	Rupina Sarkis	701320	0639759706	701320@student.inholland.nl

This is what our group did last week (be specific):

- We created a mybib account to combine our sources and check their reliability.
- We had our usual Friday coaching sessions, and got feedback on our parts.
- Assigning the roles in the team

What challenges/questions did we seek to resolve this week?

- Challenge: we needed more information about the financial part of the company and we had sent an email to the client and waiting for their response delayed the progress a bit.
- Questions: We emailed Mark our finished parts and we asked for feedback.

What were our key aims and/or deadlines this week?

- Each group member had to try and finish at least one of their assigned tasks.
- Be present at most of the classes.

What were the issues this week?

- We and other groups who had the same client struggled to reach our client via email. We had

some questions about the financial part and it delayed our process a bit.

Tasks assigned to the individual team members:

General Manager: Adelina

- Created a google drive account to combine all our documents.
- Finished the CSR, Carol's Pyramid, and PPP
- .
- .

Research Manager: Fabio

- Created a mybib account to combine all our used sources
- Purchased online financial reports of the company.
- .

some questions about the financial part and it delayed our process a bit.

Tasks assigned to the individual team members:

General Manager: Adelina

- Created a google drive account to combine all our documents.
- Finished the CSR, Carol's Pyramid, and PPP
- .
- .

Research Manager: Fabio

- Created a mybib account to combine all our used sources
- Purchased online financial reports of the company.
- .
- .

Financial Manager: Maxim

- Adjusted the Product Market Combination according to feedback
- .
- .
- .

Legal Affairs Manager: Nyasha

- Finished the Micro analysis of STP.
- .
- .
- .

Marketing Manager: Rupina

- Adjusting PESTLE
- Finishing Five Forces
- .

Signatures:

Adelina Baranauskaitė

Fabio Holkema

Maxim Miskov

Nyasha Chirombe

WEEK 5

Company: Zomerdijk Brewery
Class: B2

Position	Name	Student ID No.	Telephone	Email address
General Manager	Adelina Baranauskaitė	697247	0619258095	697247@student.inholland.nl
Research Manager	Fabio Holkema	696129	0629372670	696129@student.inholland.nl
Financial Manager	Maxim Miskov	698081	+421914334462	698081@student.inholland.nl
Legal Affairs Manager	Nyasha Chircombe	692773	0645522411	692773@student.inholland.nl
Marketing Manager	Rupina Sarkis	701320	0639759706	701320@student.inholland.nl

This is what our group did last week (be specific):

- Everyone tried to finish their parts a day before the deadline.
- We had the usual coaching session for advice and feedback.
- Combined everything into the final draft.
- Having a group meeting to sort out the left tasks and trying to see what's missing to fill each other in.

What challenges/questions did we seek to resolve this week?

- Challenge: trying to summarize everything in the abstract.
- Questions: Ask for feedback for the last time.

What were our key aims and/or deadlines this week?

- Each group member had to try and finish at least one of their assigned tasks.
- Be present at the classes.
- Finishing everything by Sunday evening.

What were the issues this week?

- Fitting everything into the 6K word limit and figuring out what to leave in the document and what to put in the appendices.

Tasks assigned to the individual team members:

General Manager: Adelina

- Finished the conclusion SWOT
- Combined everything into one draft
- .
- .

Research Manager: Fabio

- Finished the 7S's
- Created the front page of the report
- Finished the abstract.
- .

Financial Manager: Maxim

- Finished the Strategy S out of the 7s's
- Finished the financial aspects with the limited information.
- .
- .

Legal Affairs Manager: Nyasha

- Finished the first draft of the Legal aspects
- .
- .
- .

Marketing Manager: Rupina

- Finished the 4P's of the Marketing mix
- Adjusting and finishing the last draft of the Five Forces
- .

Signatures:

Adelina Baranauskaite

Fabio Holkema

Maxim Miskov

Nyasha Chirombe

Rupina Sarkis

WEEK 6

Company: Zomerdijk Brewery
Class: B2

Position	Name	Student ID No.	Telephone	Email address
General Manager	Adelina Baranauskaitė	697247	0619258095	697247@student.inholland.nl
Research Manager	Fabio Holkema	696129	0629372670	696129@student.inholland.nl
Financial Manager	Maxim Miskov	698081	+421914334462	698081@student.inholland.nl
Legal Affairs Manager	Nyasha Chirombe	692773	0645522411	692773@student.inholland.nl
Marketing Manager	Rupina Sarkis	701320	0639759706	701320@student.inholland.nl

This is what our group did last week (be specific):

- We created the criteria for choosing the export country for Moersleutel.
- Each one of us picked a country or two to research while eliminating the ones we would rather not.

What challenges/questions did we seek to resolve this week?

- Challenge: trying to choose the best fitted criteria for choosing the export country and then picking the best suited country.
- Questions: what can we base the criteria on?

What were our key aims and/or deadlines this week?

- Each group member had to try and finish at least one of their assigned tasks.
- Be present at most of the classes.

What were the issues this week?

- Trying to pick the criteria for choosing the best export country choice for Moersleutel.
- Researching multiple different countries to figure out which one is the best option for

Moersleutel.

Tasks assigned to the individual team members:

General Manager: Adelina

- Researched Japan and Lithuania.
- .
- .
- .

Research Manager: Fabio

- Researched Brazil

- .

Research Manager: Fabio

- Researched Brazil
- .
- .
- .

Financial Manager: Maxim

- Researched the Czech Republic and Ireland.
- .
- .
- .

Legal Affairs Manager: Nyasha

- Researched South Africa
- .
- .
- .

Marketing Manager: Rupina

- Researched Austria
- .
- .
- .

Signatures:

Adelina Baranauskaitė

Fabio Holkema

Maxim Miskov

Nyasha Chirombe

Rupina Sarkis

WEEK 7

Company: Zomerdijk Brewery
Class: B2

Position	Name	Student ID No.	Telephone	Email address
General Manager	Adelina Baranauskaite	697247	0619258095	697247@student.inholland.nl
Research Manager	Fabio Holkema	696129	0629372670	696129@student.inholland.nl
Financial Manager	Maxim Miskov	698081	+421914334462	698081@student.inholland.nl
Legal Affairs Manager	Nyasha Chirombe	692773	0645522411	692773@student.inholland.nl
Marketing Manager	Rupina Sarkis	701320	0639759706	701320@student.inholland.nl

This is what our group did last week (be specific):

- We researched different countries and picked Ireland at last as our export country.
- Divided the presentation parts among us all.
- Attended the usual coaching meetings.
- We divided the tasks of the export plan among us and updated them on Trello.

What challenges/questions did we seek to resolve this week?

- Challenge: We didn't pass the Organizational report from the first try so we had to schedule extra meetings with Mark for feedback and make extra time to work on the retake
- Questions: How can we improve the organizational report.

What were our key aims and/or deadlines this week?

- Each group member had to try and finish at least one of their assigned tasks.
- Be present at most of the classes.

What were the issues this week?

- Choosing which country to export to was a bit difficult so we did a pro con list for each researched country and chose accordingly.

Tasks assigned to the individual team members:

General Manager: Adelina

- Worked on the Problem statement for the retake.
- .
- .
- .

- .
- .

Research Manager: Fabio

- Worked on the 7s's for the retake.
- .
- .
- .

Financial Manager: Maxim

- Worked on the financial part for the retake.
- .
- .
- .

Legal Affairs Manager: Nyasha

- Worked on the legal part for the retake.
- .
- .
- .

Marketing Manager: Rupina

- Worked on Pestle and 4p's for the retake.
- .
- .
- .

Signatures:

Adelina Baranauskaite

Fabio Holkema

Maxim Miskov

Nyasha Chirombe

Rupina Sarkis

WEEK 8

Company: Zomerdijk Brewery
Class: B2

Position	Name	Student ID No.	Telephone	Email address
General Manager	Adelina Baranauskaitė	697247	0619258095	697247@student.inholland.nl
Research Manager	Fabio Holkema	696129	0629372670	696129@student.inholland.nl
Financial Manager	Maxim Miskov	698081	+421914334462	698081@student.inholland.nl
Legal Affairs Manager	Nyasha Chirombe	692773	0645522411	692773@student.inholland.nl
Marketing Manager	Rupina Sarkis	701320	0639759706	701320@student.inholland.nl

This is what our group did last week (be specific):

- We made the Pecha Kucha presentation for the client
- Had a meeting to practice the presentation.
- Presented our concept to the client

What challenges/questions did we seek to resolve this week?

- Challenge: We Had to practice the presentation very well for it to flow naturally, also we had to make interesting for the client design wise.

What were our key aims and/or deadlines this week?

- Each group member had to try and finish at least one of their assigned tasks.
- Be present at most of the classes.

What were the issues this week?

- There were not much issues just figuring out what is the best way to present to the client and keeping them interested.

Tasks assigned to the individual team members:

General Manager: Adelina

- Scripted and practiced her own part of the presentation.
- .
- .
- .

Research Manager: Fabio

- Scripted and practiced his own part of the presentation.
- .

- .
- .

Financial Manager: Maxim

- Created a very cool presentation.
- Scripted and practiced his own part of the presentation.
- .
- .

Legal Affairs Manager: Nyasha

- Scripted and practiced his own part of the presentation.
- .
- .
- .

Marketing Manager: Rupina

- Scripted and practiced her own part of the presentation.
- .
- .
- .

Signatures:

Adelina Baranauskaite

Fabio Holkema

Maxim Miskov



Nyasha Chirombe

Rupina Sarkis

WEEK 9

Company: Zomerdijk Brewery
Class: B2

Position	Name	Student ID No.	Telephone	Email address
General Manager	Adelina Baranauskaitė	697247	0619258095	697247@student.inholland.nl
Research Manager	Fabio Holkema	696129	0629372670	696129@student.inholland.nl
Financial Manager	Maxim Miskov	698081	+421914334462	698081@student.inholland.nl
Legal Affairs Manager	Nyasha Chirombe	692773	0645522411	692773@student.inholland.nl
Marketing Manager	Rupina Sarkis	701320	0639759706	701320@student.inholland.nl

This is what our group did last week (be specific):

- Redivided the Export Plan parts among us.
- We started working on our divided parts from the export plan.
- Attended the usual coaching meetings.

What challenges/questions did we seek to resolve this week?

- Challenge: Not many of us was able to attend this week.
- Questions: More explanation on the process and how are we going to continue with the export plan.

What were our key aims and/or deadlines this week?

- Each group member had to try and finish at least one of their assigned tasks.
- Be present at most of the classes.

What were the issues this week?

- Rupina had a foot injury so she was less present during classes.

Tasks assigned to the individual team members:

General Manager: Adelina

- Worked on the Problem statement and central + sub questions of the export plan.
- .
- .
- .

Research Manager: Fabio

- Started working on the financial substation parts.
- .
- .

- .
- .

Financial Manager: Maxim

- Started working on the business plan strategy.
- .
- .
- .

Legal Affairs Manager: Nyasha

- Started working on the CSR.
- .
- .
- .

Marketing Manager: Rupina

- Started working on the marketing Strategy.
- .
- .
- .

Signatures:

Adelina Baranauskaite

Fabio Holkema

Maxim Miskov

Nyasha Chirombe

Rupina Sarkis

WEEK 10

Company: Zomerdijk Brewery
Class: B2

Position	Name	Student ID No.	Telephone	Email address
General Manager	Adelina Baranauskaite	697247	0619258095	697247@student.inholland.nl
Research Manager	Fabio Holkema	696129	0629372670	696129@student.inholland.nl
Financial Manager	Maxim Miskov	698081	+421914334462	698081@student.inholland.nl
Legal Affairs Manager	Nyasha Chirombe	692773	0645522411	692773@student.inholland.nl
Marketing Manager	Rupina Sarkis	701320	0639759706	701320@student.inholland.nl

This is what our group did last week (be specific):

- We researched 5 different strategies and chose at the end the most suitable 2.
- Continued working on our parts.
- Attended the usual coaching meetings.

What challenges/questions did we seek to resolve this week?

- Challenge: We had to find two strategies that suit Moersleutel best.
- Questions: How can we choose strategies that will best fit together and are suitable for our company?

What were our key aims and/or deadlines this week?

- Each group member had to try and finish at least one of their assigned tasks.
- Be present at most of the classes.

What were the issues this week?

- We chose first Aanshof and Porter's strategies but after the insights from the coaching session

we changed our strategies to Aanshof and Tracey.

Tasks assigned to the individual team members:

General Manager: Adelina

- Researched all strategies and focused on Aanshof and Porter.
- Finished CSR
- .
- .

Research Manager: Fabio

- Researched all strategies and focused on Aanshof and Tracey.

- .

Financial Manager: Maxim

- Researched all strategies and focused on Aanshof and Porter (differentiation focus).
- .
- .
- .

Legal Affairs Manager: Nyasha

- Finished the Legal parts
- .
- .
- .

Marketing Manager: Rupina

- Working on the 7P's
- .
- .
- .

Signatures:

Adelina Baranauskaite

Fabio Holkema

Maxim Miskov

Nyasha Chirombe

Rupina Sarkis

WEEK 11

Company: Zomerdijk Brewery
Class: B2

Position	Name	Student ID No.	Telephone	Email address
General Manager	Adelina Baranauskaitė	697247	0619258095	697247@student.inholland.nl
Research Manager	Fabio Holkema	696129	0629372670	696129@student.inholland.nl
Financial Manager	Maxim Miskov	698081	+421914334462	698081@student.inholland.nl
Legal Affairs Manager	Nyasha Chirombe	692773	0645522411	692773@student.inholland.nl
Marketing Manager	Rupina Sarkis	701320	0639759706	701320@student.inholland.nl

This is what our group did last week (be specific):

- Everyone worked on their individual parts.
- Attended the usual coaching meetings.

What challenges/questions did we seek to resolve this week?

- Challenge: Non.
- Questions: Non.

What were our key aims and/or deadlines this week?

- Each group member had to try and finish at least one of their assigned tasks.
- Be present at most of the classes.

What were the issues this week?

- It was a pretty easy week.

Tasks assigned to the individual team members:

General Manager: Adelina

- Finished her parts from the Operational plan.

General Manager: Adelina

- Finished her parts from the Operational plan.
- Finished her parts from the Business plan.
- .
- .

Research Manager: Fabio

- Continued working on the financial substantiation.
- .
- .
- .

Financial Manager: Maxim

- Finished his parts from the Operational Plan.
- Started working on his parts from the Strategy business plan.
- .
- .

Legal Affairs Manager: Nyasha

- Started working on his parts from Strategy.
- .
- .
- .

Marketing Manager: Rupina

- Rupina finished working on all the weekly reports, and sent them in the group.
- Continued working on the 7P's and Shared values.
- .
- .

Signatures:

Adelina Baranauskaitė

Fabio Holkema

Maxim Miskov

Nyasha Chirombe

Rupina Sarkis

WEEK 12

Company: Zomerdijk Brewery
Class: B2

Position	Name	Student ID No.	Telephone	Email address
General Manager	Adelina Baranauskaite	697247	0619258095	697247@student.inholland.nl
Research Manager	Fabio Holkema	696129	0629372670	696129@student.inholland.nl
Financial Manager	Maxim Miskov	698081	+421914334462	698081@student.inholland.nl
Legal Affairs Manager	Nyasha Chirombe	692773	0645522411	692773@student.inholland.nl
Marketing Manager	Rupina Sarkis	701320	0639759706	701320@student.inholland.nl

This is what our group did last week (be specific):

- Almost everyone finished their parts and got feedback.
- Attended the usual coaching meetings.

What challenges/questions did we seek to resolve this week?

- Challenge: try to finish everything and get feedback.
- Questions: non

What were our key aims and/or deadlines this week?

- Each group member had to try and finish their assigned tasks.
- Be present at most of the classes.

What were the issues this week?

- Rupina had a bit of delay working on her parts and she still needs to get proper feedback on them.

Tasks assigned to the individual team members:

General Manager: Adelina

- Created a combined draft for our export plan.
- Completed her parts and got feedback.
- .
- .

Research Manager: Fabio

- Completed his parts and got feedback.
- .
- .

Research Manager: Fabio

- Completed his parts and got feedback.
- .
- .
- .

Financial Manager: Maxim

- Completed his parts and got feedback.
- .
- .
- .

Legal Affairs Manager: Nyasha

- Completed his parts and got feedback.
- .
- .
- .

Marketing Manager: Rupina

- Still working on her parts.
- .
- .
- .

Signatures:

Adelina Baranauskaite

Fabio Holkema

Maxim Miskov

Nyasha Chirombe

Rupina Sarkis

Appendix 12: received feedback forms

12.1. Rupina

Peer assessment International Boardroom		Initials of student assessor R.	Student assessor Rupina Sarkis Student ID number of assessor 701320		
Student's name	Adelina Baranauskaitė				
Student ID number	697247				
Date of evaluation	6 June 2024				
Mandatory requirements		Pass?			
1	Core data complete	yes / no			
2	Student has received a completed peer assessment from all group members	yes / no			
3	Student has done own peer assessment for all group members	yes / no			
4	Student adds given and received peer assessments to a personal file	yes / no			
Explanation of assessment		<i>Provide an honest picture of your fellow MT member. Use a separate form for each MT member. If the cooperation is excellent or instead very bad, state any special reasons there may be for this. Discuss the outcomes within your MT and with the coach.</i>			
Assessment criteria		unsatisfactory	satisfactory	good	very good
1	Contributes to cooperation within the project group: responsibility				X
2	Contributes to cooperation within the project group: initiative	.		X	

3	Contributes to cooperation within the project group: agreements made			X	
4	Contributes to cooperation within the project group: effective communication with group members to improve their performance				X
5	Contributes to cooperation within the project group: useful feedback			X	
6	Contributes to the quality of the project result: usefulness of contributed ideas			X	
7	Contributes to the quality of the project result: usefulness of materials supplied		X		
8	Contributes to the quality of the project result: usefulness of feedback provided on the activities to be undertaken			X	
9	Contributes to the quality of the project result: usefulness of project components			X	

Explanation of the score / feedback (Explaining your opinion **ON EACH OF THE 9 ITEMS** is an important component; the most important one, in fact).

1. **Responsibility:** Adelina continued to show responsibility during the project group by fulfilling every task she had to the fullest.
2. **Initiative:** Adelina always tried to take initiative as a manager within the group by always reminding us of the deadlines and setting realistic goals for group members to achieve.
3. **Agreements made:** During the project Adelina was always able to meet the agreements made in the group.
4. **Effective communication with group members to improve their performance:** Adelina made sure to always communicate within the group by updating us continuously about the weekly tasks and when she wasn't able to be present she informed us on time.
5. **Useful feedback:** Adelina was able to give constructive feedback to other group members by highlighting the core issue and avoiding making it personal.
6. **Usefulness of contributed ideas:** Adelina's contributed ideas were taken into consideration and eventually used in the project.

7. **Usefulness of materials supplied:** The materials Adelina used in the project had a positive impact on the work and were effectively incorporated.

8. **Usefulness of feedback provided on the activities to be undertaken:** Adelina's feedback was highly useful and applied within the group.

9. **Usefulness of project components:** The components that Adelina had completed in the project are proven to be very good and relevant for the work.

12.2. Nyasha

FEEDBACK FORM

STUDENTS NAME	Adelina Erika Baranauskaite	STUDENT ASSESSOR	Nyasha Chirombe
STUDENT ID NO.	697247	STUDENT ASSESSOR ID NO.	692773
ASSESSMENT DATE	2024-06-04	INITIALS OF STUDENT ASSESSOR	N.C

ASSESSMENT CRITERIA – CONTRIBUTES TO COOPERATION WITHIN THE PROJECT GROUP:	UNSATISFACTORY	POOR	SATISFACTORY	GOOD	VERY GOOD	EXPLANATION / FEEDBACK
1. RESPONSIBILITY				x		Adelina has taken on the role of general manager very well, she has been a true leader and a great asset to the team.
2. INITIATIVE				x		Even though she is the General Manager she still took more than she sometimes should.
3. AGREEMENTS MADE				x		She has stuck to all agreements made within the group with no issues.
4. EFFECTIVE COMMUNICATION WITH GROUP MEMBERS TO IMPROVE THEIR PERFORMANCE				x		Adelina has always been open and honest about how she sees things in the group and has been fair throughout the process.
5. USEFUL FEEDBACK			x			When needed to she has given feedback that has been of aid to the team
6. USEFULNESS OF CONTRIBUTED IDEAS				x		The research she has conducted throughout the Moersleutel project has been of the standard of our Phase level in terms of our bachelor progression,
7. USEFULNESS OF FEEDBACK			x			-

PROVIDED ON THE ACTIVITIES TO BE UNDERTAKEN			x		-	
8. USEFULNESS OF PROJECT COMPONENTS			x		-	

I would give Adelina a 10 because I have enjoyed working with her. It was my first time and I have no complaints. I have learnt about her as a person which is nice and I have also learnt from her in terms of school. She has been a great General Manager and has helped us as a group a great deal.

12.3. Maxim

Assessment criteria	Unsatisfactory	Poor	Satisfactory	Good	Very good	Explanation of score/feedback
1 <i>Contributes to cooperation within the project group: responsibility</i>				X		Adelina has always met every deadline that we set and also checked on other teammates with their work. She also helped with anything she could.
2 <i>Contributes to cooperation within the project group: initiative</i>				X		She showed initiative in every aspect and was always one of the first to act.
3 <i>Contributes to cooperation within the project group: agreements made</i>				X		Agreements were complied
4 <i>Contributes to cooperation within the project group: effective communication with group members to improve their performance</i>				X		Adelina was mostly effective with her communication towards teammates. Sometimes she needs to find a better tone when speaking to people that are more vulnerable
5 <i>Contributes to cooperation within the project group: useful feedback</i>				X		Always helpful with useful feedback that resulted in a quality project
6 <i>Contributes to the quality of the project result: usefulness of contributed ideas</i>				X		Adeline was a key contributor to some of the most important parts in the project
7 <i>Contributes to the quality of the project result: usefulness of feedback provided on the activities to be undertaken</i>				X		Adelina gives feedback that is straightforward and always helpful and can push the project forward
8 <i>Contributes to the quality of the project result: usefulness of project components</i>				X		Adelina helped with overall structure and was always first to finish her parts. She also created the environment where we were trying to finish everything well before the deadline and as good as possible.

Adelina is a hard worker that always knows what to do and stays up to date with all the important information. That makes her a great teammate and leader. Her best qualities would be her straightforwardness and ability to work under pressure. In the future I see Adelina as a great manager.

12.4 Fabio

Peer assessment International Boardroom

Student's name	Adelina Baranauskaitė	Student assessor Student ID number of asses-sor	Fabio Holkema 696129
Student ID number	697247		
Date of evaluation	05-06-2024	Initials of student assessor	FH

Assessment criteria	unsatisfactory	satisfactory	good	very good
1 <i>Contributes to cooperation within the project group: responsibility</i>				X
2 <i>Contributes to cooperation within the project group: initiative</i>				X

3 <i>Contributes to cooperation within the project group: agreements made</i>			X
4 <i>Contributes to cooperation within the project group: effective communication with group members to improve their performance</i>			X
5 <i>Contributes to cooperation within the project group: useful feedback</i>			X
6 <i>Contributes to the quality of the project result: usefulness of contributed ideas</i>			X
7 <i>Contributes to the quality of the project result: usefulness of materials supplied</i>			X
8 <i>Contributes to the quality of the project result: usefulness of feedback provided on the activities to be undertaken</i>			X
9 <i>Contributes to the quality of the project result: usefulness of project components</i>			X

Responsibility: Adelina takes a lot of responsibility in the work that she does. She took on the role as general manager and stepped up to do various tasks.

Initiative: As mentioned with responsibility Adelina stepped up to take on tasks and work on them. She showed plenty of initiative while leading the group towards a successful project.

Agreements made: Adelina held herself to our agreements the best in our group I think. Making many of the agreements and following them tightly.

Effective communication with group members to improve their performance: Adelinas communication overall was very effective and present.

Useful feedback: The feedback Adelina provided has always been substantiated and explained so that further progress could be made with the project.

Usefulness of contributed ideas: She always shared her opinion on tasks and parts of the project that had been made. Collecting multiple ideas made the project worth more.

Usefulness of materials supplied: Adelina's contribution has been a lot. The parts she took on for the projects have been full of high quality research and discussion.

Usefulness of feedback provided on the activities to be undertaken: Adelina provided much feedback and quality for the project to achieve a higher note

Usefulness of project components: Adelina's parts of the project have been highly valuable and useful.

Appendix 13: Feedback forms given

13.1. Rupina

STUDENT'S NAME: Rupina Sarkis

STUDENT ID NUMBER: 701320

DATE OF EVALUATION: 2024.05.30

STUDENT ASSESSOR: Adelina Erika Baranauskaite

STUDENT ID NUMBER OF ASSESSOR: 697247

INITIALS OF STUDENT ASSESSOR: AEB

ASSESSMENT CRITERIA	UNSATISFACTORY	SATISFACTORY	GOOD	VERY GOOD	Explanation
Contributes to cooperation within the project group: responsibility	+				Doesn't take responsibility for her actions, doesn't do her parts on time.
Contributes to cooperation within the project group: initiative		+			Shows initiative to do parts but doesn't follow through
Contributes to cooperation within the project group: agreements made	+				Doesn't keep to agreements made with team mates, expects different rules to apply to her. Always does her parts last minute even though she had more than enough (2 months) to do them. Doesn't communicate to the group that she won't do them either. Keeps lying that she has done them, but when you ask for her to send them - she disappears because she indeed hasn't done them.
Contributes to cooperation within the project group: effective communication	+				Doesn't communicate with the team that she won't do her parts, how long it will take her to do them, doesn't read nor reply to messages. Doesn't ask for help even though the team would help. After receiving criticism,

with group members to improve their performance					says she will improve her behaviour - but she doesn't.
Contributes to cooperation within the project group: useful feedback	+				Always puts the blame on everyone else instead of taking responsibility for her lack of planning, time management, and procrastination. Says that group members should be more understanding and complimentary to her when she does her parts, even though they are done incorrectly and not on time.
Contributes to the quality of the project result: usefulness of contributed ideas	+				Incorrectly done parts, lack of sources, doesn't contribute any ideas because she is never at school and never replies to messages in group chat.
Contributes to the quality of the project result: usefulness of materials supplied	+				Materials supplied are parts of bigger assignments so in that sense they are useful, but she does them insufficiently - they lack sources, are very general and just low quality
Contributes to the quality of the project result: usefulness of feedback provided on the activities to be undertaken	+				There was none given.
Contributes to the quality of the project result: usefulness of		+			Not very useful as they are low quality and don't meet assessment criteria

project components					
---------------------------	--	--	--	--	--

SCORE: 0/10, Rupina is inconsiderate and irresponsible. She always does her parts of projects last minute, she does them wrong because she doesn't read the handbook, doesn't attend classes or read teams group chat, nor does she ask team mates for help or explanation. Lies that she has done her parts, but when asked to send them over, suddenly disappears or fesses up that she actually hasn't done anything. Blames everyone around her for her lack of responsibility, time management, self discipline. Says she will do better, but always ends up repeating same behaviour and causing me stress.

13.2. Nyasha

STUDENT'S NAME: Nyasha Chirombe

STUDENT ID NUMBER: 692773

DATE OF EVALUATION: 2024-06-04

STUDENT ASSESSOR: Adelina Erika Baranauskaite

STUDENT ID NUMBER OF ASSESSOR: 697247

INITIALS OF STUDENT ASSESSOR: AEB

ASSESSMENT CRITERIA	UNSA TISFA CTOR Y	SATISFACTORY	GOOD	VERY GOOD	explanation
Contributes to cooperation within the project group: responsibility				+	Goes out of his way to take up responsibilities and always carries them out. Takes responsibility for his actions.
Contributes to cooperation within the project group: initiative			+		Shows initiative with various tasks, does them on time and correctly.
Contributes to cooperation within the project group: agreements made				+	Keeps to all made agreements, never delivers his parts late or incomplete.
Contributes to cooperation within the project group: effective communication with group members to improve their performance				+	Always communicates if there are any problems, if he won't be able to attend or do something to his best abilities.

Contributes to cooperation within the project group: useful feedback					Gives useful feedback to done tasks, gives advice on how to improve communication and leadership.
Contributes to the quality of the project result: usefulness of contributed ideas				+	Gives useful ideas that meet the grading criteria
Contributes to the quality of the project result: usefulness of materials supplied				+	Provides parts of assignments that are high quality, meet grading criteria.
Contributes to the quality of the project result: usefulness of feedback provided on the activities to be undertaken				+	Gives useful and practical advice on how best to do certain aspects of assignments
Contributes to the quality of the project result: usefulness of project components				+	Provides parts of assignments that are high quality, meet grading criteria on time and with 0 issues.

SCORE: 10/10 Nysha is a great team member, he is independent and responsible. Always delivers extensive, high quality work on time. Is supportive and empathetic, helps when asked. Additionally, keeps to agreements made within group.

13.3. Maxim

STUDENT'S NAME: Maxim Miskov

STUDENT ID NUMBER: 698081

DATE OF EVALUATION: 2024-06-04

STUDENT ASSESSOR: Adelina Erika Baranauskaite

STUDENT ID NUMBER OF ASSESSOR: 697247

INITIALS OF STUDENT ASSESSOR: AEB

ASSESSMENT CRITERIA	UNSATISFACTORY	SATISFACTORY	GOOD	VERY GOOD	Explanation
Contributes to cooperation within the project group: responsibility				+	Goes out of his way to take up responsibilities and always carries them out. Takes responsibility for his actions.
Contributes to cooperation within the project group: initiative				+	Shows initiative with various tasks, does them on time and correctly.
Contributes to cooperation within the project group: agreements made				+	Keeps to all made agreements, never delivers his parts late or incomplete.
Contributes to cooperation within the project group: effective communication with group members to improve their performance				+	Always communicates if there are any problems, if he won't be able to attend or do something to his best abilities.
Contributes to cooperation within the project group: useful				+	Gives useful feedback to done tasks, gives advice on how to improve communication and leadership.

feedback					
Contributes to the quality of the project result: usefulness of contributed ideas				+	Gives useful ideas that meet the grading criteria
Contributes to the quality of the project result: usefulness of materials supplied				+	Provides parts of assignments that are high quality, meet grading criteria.
Contributes to the quality of the project result: usefulness of feedback provided on the activities to be undertaken			+		Gives useful and practical advice on how best to do certain aspects of assignments
Contributes to the quality of the project result: usefulness of project components				+	Provides parts of assignments that are high quality, meet grading criteria on time and with 0 issues.

SCORE: 10/10 Maxim's an excellent team member. Always keeps to groups agreements, helps when asked, acts as a mediator during conflicts. He effectively communicates and does his parts.

13.4 Fabio

STUDENT'S NAME: Fabio Holkema

STUDENT ID NUMBER: 696129

DATE OF EVALUATION: 2024-06-04

STUDENT ASSESSOR: Adelina Erika Baranauskaite

STUDENT ID NUMBER OF ASSESSOR: 697247

INITIALS OF STUDENT ASSESSOR: AEB

ASSESSMENT CRITERIA	UNSATISFACTORY	SATISFACTORY	GOOD	VERY GOOD	Explanation
Contributes to cooperation within the project group: responsibility				+	Fabio goes out of his way to take up responsibilities and always carries them out. Takes responsibility for his actions.
Contributes to cooperation within the project group: initiative				+	Shows initiative with various tasks, does them on time and correctly.
Contributes to cooperation within the project group: agreements made				+	Keeps to all made agreements, never delivers his parts late or incomplete.
Contributes to cooperation within the project group: effective communication with group members to improve their performance				+	Always communicates if there are any problems, if he won't be able to attend or do something to his best abilities.
Contributes to cooperation within the project group: useful feedback				+	Gives useful feedback to done tasks, gives advice on how to improve communication and leadership.

Contributes to the quality of the project result: usefulness of contributed ideas				+	Gives useful ideas that meet the grading criteria
Contributes to the quality of the project result: usefulness of materials supplied				+	Provides parts of assignments that are high quality, meet grading criteria.
Contributes to the quality of the project result: usefulness of feedback provided on the activities to be undertaken				+	Gives useful and practical advice on how best to do certain aspects of assignments
Contributes to the quality of the project result: usefulness of project components				+	Provides parts of assignments that are high quality, meet grading criteria on time and with 0 issues.

SCORE: 10/10 Outstanding team member, keeps to all the made agreements, effectively communicates, does his parts perfectly, is helpful and supportive.