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Glendalough Distillery: The Internationalisation Challenge


Aileen Kennedy Dr

Technological University Dublin, aileen.kennedy@tudublin.ie

Tara Rooney Dr

Technological University Dublin, tara.rooney@tudublin.ie

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Authors

Aileen Kennedy (Technological University Dublin College of Business)

Tara Rooney (Technological University Dublin College of Business)

Abstract

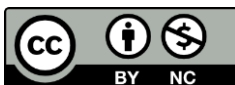
This case study focuses on the emergence and growth of an Irish-owned start-up challenger brand Glendalough, entering the highly competitive global whiskey market. From their origins in 2011, this small enterprise has gained global attention for their innovative products, their strong focus on branding and their rapid success. The case centres on their acquisition by Mark Anthony Brands, a major North American drinks producer and distributor, who took a stake in the business early on.

The next phase for Glendalough will focus on how to maximise this relationship with Mark Anthony Brands. While this will give them increased access and power in the North American market how exactly should Glendalough tackle this opportunity?

Keywords

Marketing, Branding, Distribution, Internationalisation

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Introduction

Glendalough Distillery was founded in 2011 by five friends with a mutual love of Irish whiskey (Forbes) and a deep passion for reviving the heritage of craft distilling in Ireland.

The privately owned boutique distillery venture was able to draw on the expertise of its founders Barry Gallagher, a beverage research analyst working in Davy's and Brian Fagan, co-founder and managing director of one of Dublin's first craft

breweries. Kevin Keenan, Creative Director and Gary McLoughlin, Marketing Director, have worked in the communications business for many years and are both Managing Directors of their respective agencies, where they have developed global campaigns for many of the world's leading spirit brands. Donal O'Gallachoir, Brand Manager, a Certified Spirits Specialist worked with a boutique Irish whiskey producer in Ireland and the US and joined the team to launch and grow the brand domestically and internationally. (licensing world). Initially funded by the founders the company raised capital through new investors in 2013 and 2015. (Irish examiner)

The distillery is located in a narrow glacial valley in the Wicklow mountains, about an hour or so south of Dublin. Glendalough, pronounced glen-de-lock, is Gaelic for the glen of two lakes. (Forbes). Glendalough Distillery was among Ireland's first craft whiskey producers (Forbes). The aim of the distillery is to recapture Ireland's lost heritage of great spirit production and create new, exciting and contemporary brands.

The company began by releasing Poitín (pronounced put-cheen), distilled from sugar beet and barley and matured in Irish oak casks, (Celtic shop) into the US market in 2012. Poitín is a traditional Irish spirit that is considered the first

distillate produced in Ireland and the father of Irish whiskey. (Forbes).

Glendalough Distillery started producing gin in 2013 as a means of getting to market early while the company waited for its whiskey to mature – a process that takes at least three years (FORA). While waiting for their own stocks to mature, the company sourced whiskey from the Cooley Distillery in Louth and made it their own through the maturation and blending process (Celtic). Glendalough Distillery released its whiskey products, including a 7-year-old and a 13-year-old single malt whiskey, in 2014 (Business Wire) followed by a Double Barrel Irish whiskey in 2015.

At first the company sold seasonal gins, working with forager Geraldine Kavanagh to find interesting botanicals, berries and fruit in Wicklow to flavour one-off, small batches of the spirit. By the end of 2016, it started producing a year-round 'wild botanical gin' and played up Wicklow's nickname as 'the garden of Ireland' to sell the brand overseas. It sold about 15,000 cases of gin in 2017 and has the capacity to produce 10,000 more each year. (FORA) Glendalough distillery has gone on to produce a number of award-winning whiskeys, which the distillery believes it crafts to reflect the traditional style of Irish malt whiskey. (Forbes)

The business quickly grew to offer a broader range of premium Irish spirits and by 2020 the distillery had become a leader in innovating Irish spirits, releasing some world-firsts like Irish whiskey aged in rare Japanese Mizunara oak, Irish single malt aged in Irish oak, and a range

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of distinctive gins distilled with freshly foraged wild flora and fauna picked in the Wicklow mountains (MABI website).

It has become known as one of the country's most innovative Irish whiskey and gin makers. Glendalough's product which underwent a bottling redesign in 2018 is currently sold in 40 markets around the world. (Drinks Industry Irl).

Industry Background

The word whiskey derives from the Irish 'Uisce Beatha', or the 'water of life' and has a long and deeply rooted history in Ireland. Made from barley, malt and water. The first whiskey was distilled by Irish monks in approximately 1204, 90 years prior to the first whiskey distillation in Scotland, making it one of Europe's oldest distilled beverages. The monks are said to have acquired perfume distilling techniques whilst travelling in the Mediterranean and brought this skill back to Ireland. The first official record of whiskey was made in the Annals of Clonmacnoise in 1405 where it was identified as having caused the death of a Richard Magrannell Chieftain of Moyntyreolas. The monastic origins of Irish Whiskey are well established and in the years that followed the monks perfected the art of distilling. Eventually they travelled to Scotland and Iona, sharing their mastery as they went. Eric the Red, the infamous Viking, later brought whiskey to Greenland and from there it made its way to Canada and North America. However, it was Henry the eight who eventually recognised the profit that could be generated from taxes through whiskey production, thus opening it to a global marketplace.

Irish Whiskey grew in popularity and from the 16th to the early 20th century was a global market leader. However, the early 1900s brought with it a number of challenges for the category. In Scotland, Aeneas Coffey developed what would become known as the Coffey method of distillation. This allowed for mass and continuous distillation. The Irish used the 'pot still method' and refused to adopt this new distillation technology preferring to keep the traditional cultural approach. Other macro factors such as World War 1 impacted production when the use of barley and coal was restricted to help the war effort.

Additionally, the Irish had their own battle with the British Empire which meant that Irish Whiskey became viewed as a rebel product in one of its key markets. In the US, prohibition which lasted from 1919 to 1933, meant that the largest export market for Irish Whiskey shrunk overnight. To make matters worse the infamous American gangster Al Capone began counterfeiting Irish whiskey by adding colourants to make the product. This shattered the image of Irish Whiskey as a premium product and consumer trust was lost. Finally, World War two and a trade war with Britain meant that Irish Whiskey lost access to many of its key markets (EU Commission 2020).

The following decades witnessed the demise of Irish Whiskey as a key global player. In the early 1900s there were approximately 88 distilleries in Ireland but by 2000 that number had dwindled to 4. However, more recently the Irish Whiskey industry has experienced a rebirth and renaissance having doubled sales across the sector since 2010. In 2019 there were approximately 19 distilleries operating in the Irish market, a marked increase from where the industry was twelve years previously. Currently there are a further 26 proposed distilleries set to come to market. This amounts to 135 million bottles of Irish Whiskey being purchased globally with an export value of 300 million, an increase of 220% since 2003 (The Irish Whiskey The ECASA project (2019-1-DE01-KA203-005037) is financed by Union funds (ERASMUS+). But the content of this document only reflects the views of the authors, and the European Commission cannot be held responsible for any use which may be made of the information contained therein.

Association 2020). The result is that 95% of all Irish Whiskey bottles produced in Ireland are actually drunk elsewhere. In September 2020, The Irish Government unveiled the Irish Whiskey Associations plan “Vision for Irish Whiskey” which aims to double exports by the year 2030 (see Appendix).

According to the Irish Minister Foreign Affairs and Trade for Simon Coveney:

“Growth of almost 200% over a decade reflects an industry with ambition, a sense of mission and a deep understanding of individual markets. Irish whiskey brands now represent the fastest growing spirit globally and with investment of €1billion planned over a ten-year period. Irish whiskey and those who champion it will be well placed to generate growth, exports and jobs and a very special tourist offering celebrating an all-island heritage. “

Irish whiskey is in a good position as revenue in the global whiskey segment is worth an estimated US\$18,750 million and is expected to grow annually by 6.5% between 2020 and 2025 (Statistica 2020). Irish whiskey sales in the U.S. were up by 12.5% in 2018 to 4.5 million cases in 2018 and by 10% to 4.95 million cases in 2019 (ISWR 2019). This outpaces the combined sales of American, Canadian and Scotch whiskeys (ISWR Drinks Market Analysis 2019).

According to Forbes (2020), Irish whiskey global sales grew 8% to 10.6 million cases in 2018 and by 7.5% to 11.4 million in 2019. It is predicted by the Irish Whiskey Association that within the next six years, sales of Irish whiskey in the U.S. will outstrip sales of Scotch whiskey. The recent tariff war between the US and EU has seen tariffs of up to 25% being placed on whiskey and beverage imports/exports, however Ireland has thus far escaped these tariffs. But the trade war is having an impact and Irish Whiskey is looking to other new key markets. The recently announced new free trade agreement between the European Union and Vietnam will see a 45% tariff reduction on current whiskey exports to the country (Irish Times Feb 2020).

The growth of the category in the US can be attributed to a premium push which is part of a larger global consumer trend. Similar patterns are emerging in India where sales of Irish Whiskey have also been accelerating to the degree that it has become the fastest growing spirit in that market with a compound annual growth rate of 60% in comparison to 12% for Scottish whiskeys and 4% for other whiskeys (The Whiskey Experts 2020). Overall, India and the US have the highest levels of revenue generation followed by Brazil, Thailand and Japan (Statistica 2020).

The number of Irish whiskey distillers functioning in Ireland hit a 120-year high in 2019, with 31 up and running, that's a leap for just four at the start of the decade. The number of Irish whiskey distilleries is now at the highest record seen since 1900. More than 135 million bottles of Irish whiskey are expected to have been sold around the world in 2019. That sum is worth nearly €750m in export value to the all-island economy of Ireland. ¹

¹ Irish whiskey industry at a 120-year high <https://www.irishcentral.com/culture/food-drink/irish-whiskey-industry-120-year-high>. Jan 07, 2020

Curating the Brand

The founders of Glendalough brought the brand to life with their passion to revive the heritage of distilling in Ireland. While all of them had worked in business and marketing for many years, they had no experience of the drinks production industry making them a true start up enterprise. Using their collective experience from working across many categories during their careers, they began to develop the brand. Gary McLoughlin, marketing director and co-founder of Glendalough Distillery, says they realised early on the importance of “telling a good story” in the “rich territory of the drinks category.” Leaning on the Monastic heritage of the beverage, they were struck by the myth of St Kevin, an Irish monk who lived in Glendalough, Co Wicklow sometime between the 4th and 6th century AD where he distilled whiskey. His story fitted with their vision for the brand which was established as a unique brand in a unique place. The brand strategy has been built on three key pillars; St Kevin, The Founders and The Customer. Like St Kevin, the brand needed to stand apart from other beverages in the category.

To achieve this, they focussed on creating a strong Brand Architecture to give customers and distributors a reason to believe in the brand. This involved establishing clear brand characteristics, a brand promise and strong brand assets. To achieve this, the brand was engineered before the product, stressing the relevance of the story of St Kevin, the founders of Glendalough Distillery and the story of their customers. Such was the success of this brand narrative that Glendalough products are now available in over 40 countries worldwide.

International Distribution

Getting the right international distributors and route to market was crucial for the company when starting out. As a *‘plucky, challenger brand who tries to do things differently’* the company were looking for similar types of distributors to work with (Gary 2015). It was a challenge for the company to find distributors willing to experiment with a new product (the first product listing sought was for poitin) and to engage with the associated level of risk of a new brand (Gary 2015).

Medium sized distributor houses who were a good fit with the Glendalough brand and who were willing to cultivate a long-term relationship with the company were targeted. Distributors without an Irish whiskey brand but with a good brand portfolio of artisan, craft and interesting brands were the ideal fit for Glendalough Distillery (Gary 2015).

Glendalough used a portfolio of incentives mechanisms to support channels. In support of building the brand the company returned ten percent of the purchase order price to distributors as advertising and promotional spend. This rose to twenty percent in the US. The company has grown from 16 international markets in 2015 to 42 in 2020.

In the early stages of the business the company offered distributors an exceptional level of marketing support, providing a ‘brand library’ or marketing material repository. This contained the brand guidelines, illuminating how the brand spoke, the brand tone of voice, icons, and logos all of which guided the brand and market positioning (Gary 2015).

US distribution

The US is the most complex market for the company in terms of distribution. The US has one of the most complicated systems of alcohol sale in the world; the three-tier system (Whiskey

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advocate 2020). Navigating the complex three-tier system² (alcohol production, distribution, and retail) of alcohol regulation makes the US a very complex and expensive market to operate in.

Within the system no entity may occupy more than one tier, meaning a brewery can't own a bar, and a distillery isn't allowed to sell directly to a liquor store. The federal government licenses producers and importers (the top tier), as well as distributors and wholesalers (the middle tier), but leaves licensing of retailers (the bottom tier) up to the states. States may also decide exactly how they want to regulate distribution (most impose additional licensing on distributors and wholesalers), local taxation, and sales of alcohol—for example, restricting sales on Sundays or banning happy hour discounts. (Whiskey advocate 2020). Glendalough appointed a small east coast importer, Atlantic Beverages, in 2012 whom they worked with until 2017.

Some states take a light touch, allowing distributors and retailers to operate in a mostly free market, but others known as 'control states' maintain a monopoly over distribution and/or retail of some or all types of alcohol. There are seventeen of these control states in the U.S. (Whiskey advocate 2020). In effect each US state has to be treated as a separate entity with unique distribution characteristics. As each state determines how to handle its own alcohol sales, this often creates huge disparities in whiskey selection, availability, and prices (Whiskey advocate 2020). Instead of a single marketplace, the United States functions as 50 different markets. Distillers have to work with each state on an individual basis in order to sell their whiskey there. "The US market is a labyrinth of legal and pricing issues and that's where a lot of brands who want to enter the market get tripped up" (Donal 2020).

This complexity is reflected on by the Sales & Marketing Manager; (Gary in 2015)

"you could consider each state within the US as another country, because they have a different distributor. And they genuinely are like another country. They all have different rules and regulations ... and with the control states the government basically is the distributor" (Sales & Marketing Manager Gary).

Often a distiller can lose control once the product is in the hands of the distributor, who makes the call about which stores and bars get bottles, and how many they receive. (Whiskey advocate). To avoid such a scenario Glendalough worked very closely with their nine small to medium sized distributors. "Having the correct importer structure and engaged distributors to look after your products" (Donal 2020) is crucial to succeeding the US. "Distributor management is a huge part of the drinks business – you need to talk to them several times a week". (Donal 2020).

Donal O'Gallachoir has been based in the US since 2012 and supports the on premise and off premise operators. For off premise sales, such as retail, Glendalough has support mechanisms

² 3 tier alcohol US distribution. Tier 1; manufacturers/suppliers (distilleries/breweries/importers) sell to Tier 2; licensed importers, distributors, control boards; sell to Tier 3; retailers. On premise – bars and restaurants. Off premise – liquor stores. US states with control boards – part or all of tier 2 is operated by the state government.

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on the ground to ensure shelf space and merchandising standards. Brand recognition within the market plays a significant part in getting product on shelf. The company has six Brand Ambassadors supporting these activities. 'Liquid to lift' and tastings are key activations within stores, converting customers on a one-to-one basis to the brand. Glendalough also run Masterclass seminars for whiskey enthusiasts. (Donal 2020).

In light of the size and complexity of the market Glendalough began by targeting cities on the east coast and hipster areas within those cities, such as New York, Boston and Washington DC. For on premise sales a key success factor is to 'get into every single bar, know every bar tenders name; become part of the bar scene there' (Donal 2020). To do this Glendalough focused on consumer-facing staff to help market and sell the brand. They also sponsored events of the Bartenders Association. The objective e of high levels of trade engagement which encourages bars to adopt the product, is to be their Irish whiskey that they want to pour. Glendalough targeted craft orientated and cocktail bars, engaged with the trade, supporting staff education on product offerings, and subsequently gaining listings on drinks and specials menus. Establishing relationships with bar owners and managers was central to the brand's success (Irish central #2).

The US market remains core for Glendalough representing 55% of case volume sales for 2019. Gin sales peak in summer while whiskey sales come to the fore in winter. Since entering the US in 2011 the SKU's of the company have been streamlined, comprising two whiskeys and two gin products. Each category accounts for 50% of US case sales. Glendalough was the fastest growing distillery whiskey in the US in 2020. (Donal 2020).

Mark Anthony Brands Investment in Glendalough (2016)

A north American drinks production and distribution company, Mark Anthony Brands invested €3.5m in 2016, to take a 40% stake in Glendalough Distillery³.(Checkout/Bizplus) At the time the Mark Anthony group was the largest RTD (ready to drink) company in North America and the fourth largest in the world. (Bizplus).

Glendalough Distillery has lured a large number of investors since it was founded in 2011, and Mark Anthony Brands International paid €3.5m to acquire new shares in Glendalough Distillery, and €2m to buy shares from existing shareholders on a pro-rata basis. (Independent).

Mark Anthony Group's RTD business dealt with over 450 distributors in the US at this stage (2016), delivering more than 21 million cases of its brands each year. In Canada, the company delivers more than eight million cases of RTDs, beers and ciders, as well as wines. (Bizplus). The investment by Mark Anthony Brands in Glendalough Distillery underscores the renaissance in the Irish whiskey sector (independent).

Building a Brand Home

In recent years the Irish whiskey industry has focussed on the experience of making whiskey to build stronger customer relationships with customers and convey the heritage and cultural

³ Canadian Firm invests €3.5 m in Glendalough Distillery <https://www.newstalk.com/news/us-firm-invests-35m-in-glendalough-distillery-581910>

significance of whiskey in Ireland. Tripadvisor.com lists the top two attractions in Dublin as Jameson Distillery and The Whiskey Museum. Glendalough Distillery recognise the value of creating a brand home for their products which can connect consumers to a sense of place they can then carry with them to their homes or the bars in which they consume the product. Prior to the acquisition of the business by Mark Anthony, Glendalough Distillery had explored the idea of establishing a Distillery tour experience.

Part 2: Mark Anthony Brands International (MABI)

Mark Anthony Brands International, a Canadian-owned alcoholic beverage group, is one of north America's most diversified and successful private beverage companies focused on the alcohol beverage sector. Headquartered in Vancouver, Canada, the group of companies is led by Founder and CEO Anthony von Mandl. The company established its presence in Ireland in 2014 headed up by the experienced drinks marketer, Davin Nugent as Chief Executive, and has focused on the development and distribution of major innovation projects since then⁴. The company develops, markets and distributes a range of premium alcohol brands for sale in markets around the globe. (MABI website). It employs 15 staff in Dublin, with plans to double its headcount in 2020. (Irish times)

In December 2019 Mark Anthony Brands International announced its acquisition of the remaining 60 per cent shareholding in Glendalough Distillery (Mattheson) giving the company complete ownership of the Irish craft spirits business (Checkout). This transaction is a huge milestone for Mark Anthony Brands, giving the company full control of the whiskey and gin making business, having acquired a 40 per cent stake in 2016 (Mattheson). "As the pioneer of craft Irish whiskey and gin, Glendalough has quickly established itself as one of Ireland's leading premium spirit brands," said Davin Nugent, chief executive, Mark Anthony Brands International. (Checkout & MABI site)

Nugent highlighted the Glendalough portfolio presents a truly differentiated offering in both Irish Whiskey and Gin, which uniquely positions the company for significant success, not only in Ireland and North America but in many other international markets. (Checkout)

"As investors since 2016 we have witnessed at first hand the passion and hard work from our Glendalough colleagues in growing their business and we are delighted to now welcome them into the Mark Anthony family." (Checkout)

The group deals with 450 distributors in the US which accounts for most of its turnover.⁵ Glendalough is the first spirit acquisition for Mark Anthony's Irish Business (Mattheson) but is not its first move into the spirits category (Checkout & MABI website).

⁴ Matheson recently advised Mark Anthony Brands International (MABI) <https://www.matheson.com/news-and-insights/article/matheson-recently-advised-mark-anthony-brands-international-mabi>

⁵ Canadian Firm invests €3.5 m in Glendalough Distillery <https://www.newstalk.com/news/us-firm-invests-35m-in-glendalough-distillery-581910>

The company moved into spirits in 2019 with the launch of “experimental” Canadian whisky brand called BEARFACE, which was launched in North America in 2019 and is gaining significant international attention, winning the Canadian Whisky of the Year at the 2019 Canadian Whisky Awards, in addition to 10 other prestigious international whisky awards (Mattheson & spirit business). According to its master blender Andres Faustinelli, BEARFACE is planning to release a new line extension each year. (Spirit business)

The Glendalough business will continue to operate as a separate company from Mark Anthony Brands International under the leadership of the existing management team, headed by Barry Gallagher and Brian Fagan, who founded the company in 2011 (Checkout). Brian Fagan, Director Glendalough stated, "We are excited to now become full members of the Mark Anthony family and look forward to building the brand together." (Checkout)

The financial consideration for the deal was not disclosed however based on the reported value of the entire business at €20m, the shareholders are set to receive about €12m for the remaining stake. (Renatus newsletter) The main beneficiaries of the sale will be Glendalough directors Barry Gallagher and Brian Fagan who own just under 20 per cent between them. (Renatus newsletter).

Distribution of the Glendalough portfolio for the Republic of Ireland was recently taken on by Coca-Cola HBC Ireland, with Mark Anthony Crafted Spirits distributing in the United States. In total, Glendalough is now available in over 40 international markets. (Checkout)

Mark Anthony crafted spirits was set up in 2018 to distribute products into the US market. Leveraging this network, the Glendalough brand is now listed in larger distribution houses. For Glendalough the move to MA resulted in increased resources and administrative/back-office support for the brand. Glendalough now has ‘the ability to scale up in the US where it didn’t have that ability before’ (Donal 2020). There is more manpower available to support the brand in the market and to tell the brand story.

Donal O’Gallachoir moved to Chicago, HQ of MAB to take on a role of National Brand Ambassador for Glendalough, focused on working with distributors, training Brand Ambassadors, (there were six in 2020) and supporting on premise staff education and engagement.

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Irish whiskey sales hit \$1.1bn in US as tariffs knock bourbon and rye exports

Retaliatory tariffs lead to slump in exports of American whiskey to Europe, <https://www.irishtimes.com/business/agribusiness-and-food/irish-whiskey-sales-hit-1-1bn-in-us-as-tariffs-knock-bourbon-and-rye-exports-1.4172697>

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Current situation

Disclosure of a problem.

Recommendations

For bachelors all needed information for solution should be provided in a case or an appendix.

Postgraduates might search extra information for solution.

Questions/tasks

1. Identify and discuss the key distribution and distributor management and support challenges facing Glendalough in the US market.
2. What is a brand home? Do you think Glendalough Distillery should establish one in Wicklow?
3. What strategic advantages will accrue to Glendalough Distillery as it partners with Mark Anthony Brands International (MABI). Are there any drawbacks for the firm?
4. Taking the position of a potential new market entrant to the Irish Whiskey market, analyse the existing market and offer strategic recommendations.
5. Choose one of the distilleries from the list provided and analyse the market in which they operate. Offer strategic recommendations based on your assessment.
6. What are the key attributes of the Glendalough Brand? Discuss how they built the brand and offer recommendations as to how they might maintain relevancy in an increasingly saturated marketplace?

Appendix

All extra information in various forms: figures, tables, schemes, extra cases, resources

Incomplete

Irish Whiskey Association Strategy Document – Vision for Irish Whiskey

The Irish Whiskey Association Strategy document is based on a comprehensive survey of the sector and outlines the sectors ambitions:

- To grow global market share by 300% by 2030: from 4% to 12%
- To grow exports from 6.5m 9-litre cases to 12m 9-litre cases by 2020
- To double exports again to 24m 9-litre cases by 2030
- Grow whiskey tourism from 600,000 visitors to 800,000 in the medium term
- Increase employment by 30%, from 5000 direct and indirect jobs to 6500 by 2025
- Invest over €1bn in the industry between 2010 and 2025
- Increase production by 41% over the same period

In order to meet ambitious growth prospects, the Vision for Irish Whiskey outlines five key pillars that will support sustainable growth:

1. Adequately resourced infrastructure: including financial support for new entrants and adequate malting capacity.
2. Category integrity and promotion: including clear guidelines on the production of Irish whiskey and the promotion of geographic indication (GI) status.
3. Sustainable supply and demand: additional capacity to support market growth
4. Vibrant tourism offering: an all-island approach to Irish Whiskey tourism.
5. Strong home market: creating a sense of pride in the industry at home and abroad.

Statistica Graphs for European Market on Volume Sales and Revenue Generated

<https://www.statista.com/outlook/10020100/102/whisky/europe#market-pricePerUnit>

Vision for Irish Whiskey (2020) -Full Report available at:

[https://www.drinksireland.ie/Sectors/DI/DI.nsf/vPagesWhiskey/Publications~vision-for-irish-whiskey/\\$File/Vision+for+Irish+Whiskey+May+2015.pdf](https://www.drinksireland.ie/Sectors/DI/DI.nsf/vPagesWhiskey/Publications~vision-for-irish-whiskey/$File/Vision+for+Irish+Whiskey+May+2015.pdf)

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Teaching Note

Link to case study theme:

Marketing, Distribution and Internationalisation

Audience: Please select all that apply

UG students

This case is about the range of decisions and options available as an SME becomes part of a larger multinational operation.

[Type] This case is a decision case

The decision case asks students to state what they would do in the circumstances described and requires them to formulate an action plan. In the role of a decision maker or in diverse roles (similar to a role play), students must develop a variety of feasible approaches and exercise judgment in selecting the approach with the highest probability of success.

Given the wide range of learning objectives and individual preferences, it is obvious that cases can be used in many different ways.

Recommendations

This case can be used with a wide range of students at different levels to explore multiple facets of international marketing and business activity. Given the scope of the case, students may be instructed to focus on specific issues or elements (e.g. branding, regulation, distribution) or on the bigger tasks.

(b) Teaching objectives, target groups and target courses

[Objectives] This case is designed to develop students' understanding of the global business environment for branded consumer goods and to understand the opportunities, challenges and specific dynamics of a small nascent brand emerging from a tight local market into the highly competitive global whiskey market with the backing of a multinational player in that market.

[Target group] The case is written for undergraduate marketing and international business students

[Target courses] The case is especially intended for courses in Branding, Distribution, Customer Experience, and the whiskey market.

(c) Teaching approach/area and strategy/organisation

[Approach/area] The case is intended to introduce students to the global marketplace for a category which is dominated by global brands with significant resources. Understanding the capacities and capabilities of a small Irish brand and how to leverage that heritage in new markets through new distribution channels is the key focus.

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The concentrates on the following topics:

- a. Branding and positioning in a competitive market
- b. Global Distribution
- c. Category management

Recommendations

Specific competencies – brand decisions, competing globally, international market selection, competitor analysis

Broad competencies – complex brand and category management decision making

[Strategy/organization] of the case study has been organised as follows **Case Briefing:**
...[instruction, including time/duration]

1. **Case Coaching:** Reading of the case and any associated articles/information given one week in advance along with specific questions to address and format for delivery of the assessment.
2. **Upload of analysis results:** after case presentation and accompanied with a report to be determined by the lecturer concerned.
3. **Case Presentation:** subject to the numbers involved each group to present their solution and all groups to contribute to the Q&A. presentation plus report to be submitted on same day.

(d) Evaluation/Grading

[Evaluation criteria] Evaluation shall take place based on the following criteria:

Each university to apply their rubrics, scoring mechanisms and the specific assessment brief and requirements as indicated by the lecturer concerned.

[Grading/weights criteria] Evaluation shall take place based on the following criteria (indicative)

Maximum number of points achievable, thereof for 100

- Case research: max. points 30
- Case presentation: max points 50
- Class participation: max. points 20

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• ...

Final graduation: based on university grading schemes (ECTS/percentages/bands)

Recommendations

(e) Analysis and solution outline

A detailed case analysis and solution outline ...