



PRIFYSGOL CYMRU

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Tomos Watkins Brewery

GLOBAL MARKETING STRATEGY

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1. Introduction

This report will discuss how Tomos Watkins will implement their foreign direct investment strategy, licencing through the use of the marketing mix to successfully enter the Irish beer market. This report will include a review of forces that will influence if Tomos Watkins standardise or adapt their product to enter the Irish Market. This report will also include a review of competitors who have entered foreign markets and identify any issues these competitors encountered. This will help to ensure Tomos Watkins have as minimum issues as possible when entering the Irish market.

1.1 Background of the organisation

In 2002, the Hurns Beer Company purchased the Tomos Watkin Brewery at Swansea's Enterprise Park. Connie Parry has previously stated that the 'facilities were already available' at the Watkins Brewery (Llewellyn-Jones, 2013). The company began working on bottling Tomos Watkin Old Style Bitter (OSB) ales. This led to the company working on creating other brands, beers, and ales on an annual basis. Currently, these brands are being exported and sold throughout Europe, America, The Middle East, and Asia. The company was voted the Welsh Exporter of the year in 2009. (TomosWatkin.com, 2019). The company aims to be the national beer of wales and has developed into an enterprise with a £10 million-pound turnover (TomosWatkin.com, 2019).

2. Market Plan

Tomos Watkins must plan for the Irish market as to co-ordinate their strategies, focus their thinking, clarify policies and reduce the risk of failing in the Irish market.

2.1 Product Strategy

Tomos Watkins have a variety of craft ales and beers available. To enter the Irish market, the company will select a few of their products that they will focus on promoting and selling. The chosen products are;

Table 1 Tomos Watkins Draught Beers (Tomos Watkins, 2019)

Name of Beer	Type of Product	Alcohol Percentage
Delilah	Golden Blonde Ale	4.0% ABV
Pecker Wrecker	Amber Ale	5% ABV
Tomos Watkins IPA	Indian Pale Ale (IPA)	4.8% ABV

These products are chosen based on their variety, their names, which are easy to pronounce and memorable. These products also have interesting labels which will be attractive to the consumer. These products labels will be standardised as they are unique to Tomos Watkins Brand:



Table 2 Beer Labels (Tomos Watkins, 2019)

Our current labelling is suitable to the Irish market as it can be compared to label designs on craft beers in the current Irish market. It must be acknowledged that those living in Ireland may struggle with the name of the Welsh beer, some products names are in Welsh, which may be problematic for bar and restaurant owners when serving customers. The chosen products have easy to pronounce names; therefore, the labelling will be standardised.

2.2 Pricing Strategy

Our pricing strategy will be based on our current Welsh prices, consider the euro to pound exchange rate, while also considering the price point of our competitors. The prices will be adapted for the Irish market. Our current prices for the chosen products are priced as follows:

Product Name	Bottle Size	Price
Tomos Watkins IPA	500ml Bottle	£1.75
Delilah	500ml Bottle	£1.75
Pecker Wrecker	500ml Bottle	£1.75

In converting these to euro at the current exchange rate

UK Prices	Euro Conversion	Exchange Rate
£1.75	€2.04	£1 = €1.17
£18	€21.03	£1 = €1.17

Competitor prices for similar products are:

Brewery Name	Product Name	Product Type	Product Size	Price
Dungarvan Brewing	Helvick Gold	Blonde Ale	500ml Bottle	€3.39
Cotton Ball	Kerry Lane	IPA	500ml Bottle	€3.49
Blacks of Kinsale	At World's End	Stout	500ml Bottle	€4.59

Table 3 Irish Craft Beer Prices (The Beer Club , 2019)

When reviewing the exchange rate, and allowing for our competitor prices, Tomos Watkins should alter their prices as advised when selling their products in the Irish market:

Product Name	Bottle Size	Price
Tomos Watkins IPA	500ml Bottle	€3.50
Delilah (Ale)	500ml Bottle	€3.35
Pecker Wrecker (Ale)	500ml Bottle	€3.40

2.3 Place Strategy

Place refers to the distribution strategy. As previously discussed, licencing is the form of export method that Tomos Watkins will use. By hiring a licensing agency, Tomos Watkins will be ensured to have success. The agency will pay Tomos Watkins while making sure the brand is engaging with their customers and working on Tomos Watkins strategy and execution. Using a licensee will shift the risk from Tomos Watkins to the licensee. The licensee will help to build customer loyalty. A licensee will also carry out their own individual research or outsource this research (Forbes, 2017). This will help Tomos Watkins to save time. Although the licensee will take most responsibility to distribute the product, Tomos Watkins must still ensure they market their products and use a home sales team to ensure product sales are growing in the Irish market.

2.4 Promotion Strategy

Tomos Watkins will advertise our beer on social media. We will offer pubs and restaurants, Tomos Watkins merchandise. This will help to build brand recognition in Ireland. Beer mats, umbrellas and t-shirts for customers and employees will all be offered to distributors. Tomos Watkins will also take part in Irish festivals such as the Irish Beer festival in Dun Laoghaire Harbour Beer festival (Dun Laoghaire Harbour, 2019).

Social Media	Target customers ages 22-30	Run social campaigns for 12 months each year
Merchandise	Distribute to pubs for staff	Have merchandise available online for purchase
Festivals	Irish beer festivals throughout the country	Sponsor music or motor festivals that occur throughout the summer months to build brand recognition
Website	Update website to include an Irish site, to allow customers to purchase in Euro	Complete this immediately upon entering the Irish market to ensure no online sale opportunities are missed.



Figure 1 Tomos Watkins Merchandise (Tomos Watkins , 2019)

2.5 People Strategy

For this, it is important to consider Tomos Watkins Irish competitors. The strongest competitors that Tomos Watkins Brewery will have in Ireland are the Irish craft brewers. There are a variety of craft beers available in Ireland (Independent Craft Brewers of Ireland, 2019). Companies such as

- Metalman Brewery in Waterford,
- Carlow Brewing company who offer 150 types of different beer while also running an Irish craft beer and cider festival each year in the Irish capital.
- Franciscan Well Brewery in Cork which brews natural beers and ales that are free of chemicals and preservatives. 'Fran Well' as it's locally known also hold their own Easter Beer festival.
- Galway Bay Brewery which produces beers that are created in a hands-on and complicated brewing process giving it a unique taste.
- Eight Degrees Brewing Cork, whose beer is best served at eight degrees.
- Black Donkey Brewing Roscommon, mixing brewing influences from Ireland, Europe and America to create eccentric beers.
- Blacks of Kinsale, Cork, created by a husband and wife team who has worked with Eight Degrees in the past.

Research on these competitors must be carried out by the sales team every second quarter. This is vital to ensure Tomos Watkins stays in a strong position in the market. Tomos Watkins must ensure they pick their strongest employees from their sales team and create a sales team in Ireland. This team can be located in Wales but must be available to travel to Ireland and ensure the brand is thriving.

3. Conclusion

Tomos Watkins Brewery is an independent brewery with the unique advantage of offering their customers a 'taste of Wales', this report helps Tomos Watkins to enter the Irish market using the marketing mix. Overall, by following this report and the recommendations for entry, Tomos Watkins can enter the Irish market and grow their brand and increase product recognition across different cultures.

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