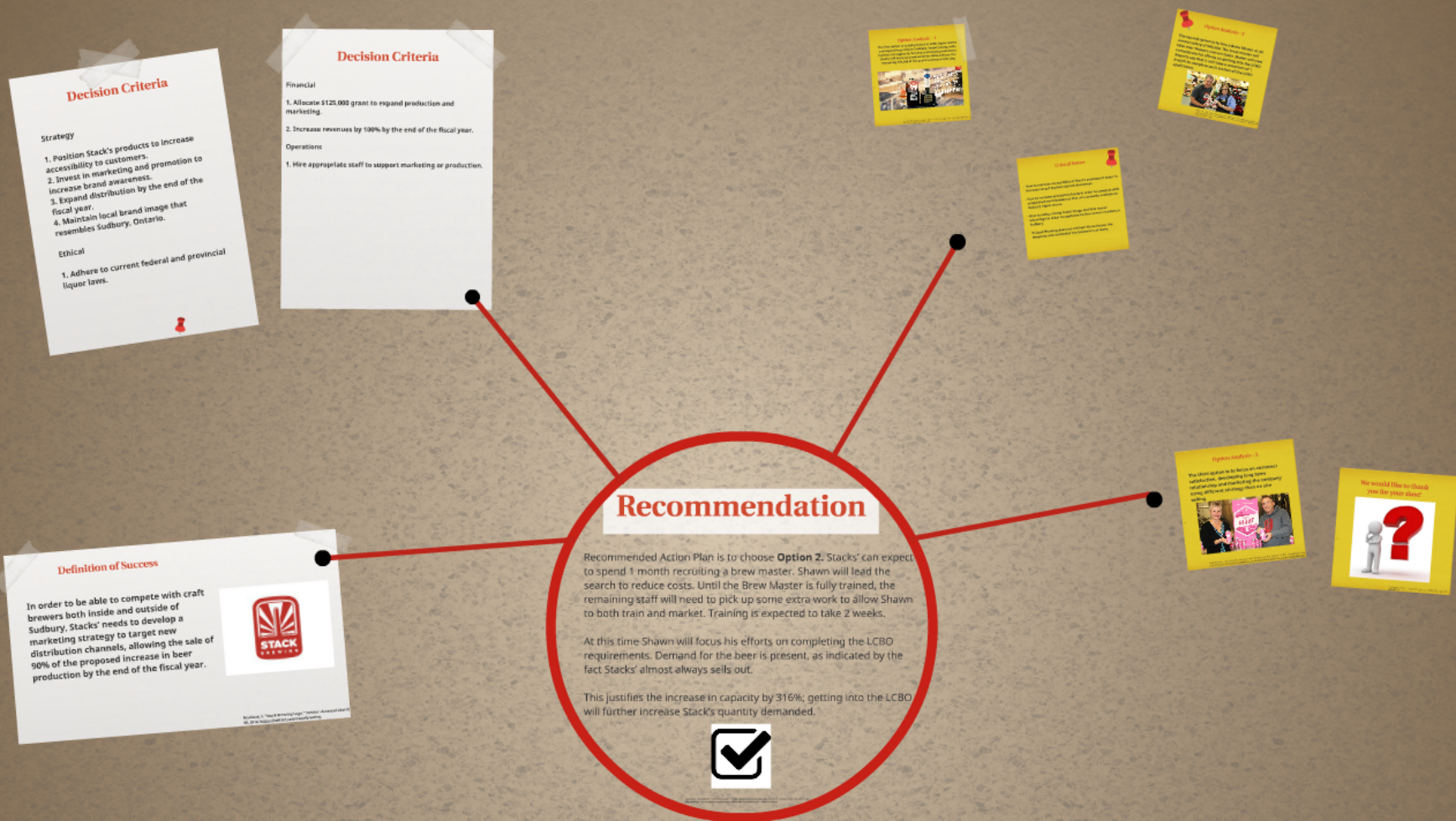


Stack Brewing: A little Brewing in the Big Nickel Harvard Case Solution & Analysis



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Definition of Success

In order to be able to compete with craft brewers both inside and outside of Sudbury, Stacks' needs to develop a marketing strategy to target new distribution channels, allowing the sale of 90% of the proposed increase in beer production by the end of the fiscal year.



Critical Issues



- How to increase accessibility of Stack's products in order to increase target market's brand awareness.
- How to increase production levels in order to compete with established microbreweries that are currently available in Sudbury liquor stores.
- How to utilize strong brand image and first mover advantage in order to capitalize on the current markets in Sudbury.

If Stack Brewing does not confront these issues, the longevity and survival of the business is at stake.

Decision Criteria

Strategy

1. Position Stack's products to increase accessibility to customers.
2. Invest in marketing and promotion to increase brand awareness.
3. Expand distribution by the end of the fiscal year.
4. Maintain local brand image that resembles Sudbury, Ontario.

Ethical

1. Adhere to current federal and provincial liquor laws.

Decision Criteria

Financial

1. Allocate \$125,000 grant to expand production and marketing.

2. Increase revenues by 100% by the end of the fiscal year.

Operations

1. Hire appropriate staff to support marketing or production.

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Financial

1. Allocation
marketing

2. Increase

Operations

1. Hire appro

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Option Analysis - 1

The first option is to Sell product in LCBO liquor stores and expand keg sales in Sudbury. Target young, male markets through pub, bar and restaurant promotions. Stacks will increase production by 400% and use the remaining \$25,000 of the grant towards marketing

