



# WILLIAM GRANT & SONS

INDEPENDENT FAMILY DISTILLERS SINCE 1887

*"We do everything one way: The william grant way"*

*William Grant & Sons*

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# Agenda

- 1 AGENDA
- 2 WILLIAM GRANT&SONS
- 3 MISSION STATEMENT ANALYSIS
- 4 ROLE OF INTERNATIONALISATION
- 5 A PEEK AT THE HISTORY
- 6 THEORIES
- 7 GLOBAL MAP
- 8-9 ENTRY MODES
- 10 SWOTC ANALYSIS
- 11 7P ANALYSIS
- 12 PEST ANALYSIS
- 13 RECOMMENDATION AND ACTIONS PLANS



# William Grant & Sons

- Family-owned Scottish company that distils whisky and other categories of spirits.
- With its 8% of market share, it is the third-largest producer of Scotch whisky.
- One of the most famous product are Glenfiddich and Balvenie.



# Mission Statement Analysis

*“We do everything one way: The william grant way”*

## ■ First

William Grant&Sons focuses on **creating brands that can provide long-lasting memories**. This is consistent with their mission statement, as they are committed to doing things in their own way, including creating unique and unforgettable experiences for consumers.

## ■ Second

In the context of the global pandemic, the company is aware of changes in consumer demand and behaviour. William Grant&Sons are **providing unique and unforgettable experiences for consumers**. This indicates their willingness to adjust their strategies for successful internationalization to meet these constantly changing needs, which is crucial.

## ■ Third

The company is committed to **understanding and supporting the high-end and luxury beverage markets**. By understanding and adapting to different markets, they can ensure that their brand remains relevant to different markets and easily attract consumers from around the world.

# Role of internationalisation



## Positives

- Increase market share (8% Market Share)
- Enhance brand reputation
- Cultural exchange and brand story
- Product innovation and diversity
- Establish a global supply chain

## Challenges

- Cultural differences
- Compliance with laws and regulations
- Brand protection (patent for the way whisky is produced)
- Market adaptability





# A peek at the history of William Grant & Sons



“The beginning: William Grant (extreme left) pictured at Mortlach distillery in 1886, the year he left to establish Glenfiddich”

**The Scottish** distiller was established in 1886, starting its production one year after. Only in 1892 did the company manage to become popular in the UK. After 17 years it made movements in foreign markets, exporting to the USA and Canada. In 1904, **William's son-in-law** travelled around the world looking for new opportunities to export to other markets. After 5 years, he successfully developed networks in 30 countries. Indeed, between 1904 and 1920, the company **extended** its trading connections entering North America, India, Australia, New Zealand, Japan, Shanghai, Hong Kong and Singapore. Gradually becoming a global enterprise.

# Theories

**We** can distinguish three theories relevant in the internationalisation process of William Grant & Sons

- **Uppsala Model (Johanson & Valhne, 1977)**

The company first built a strong base in its Domestic Market before exporting to new countries.

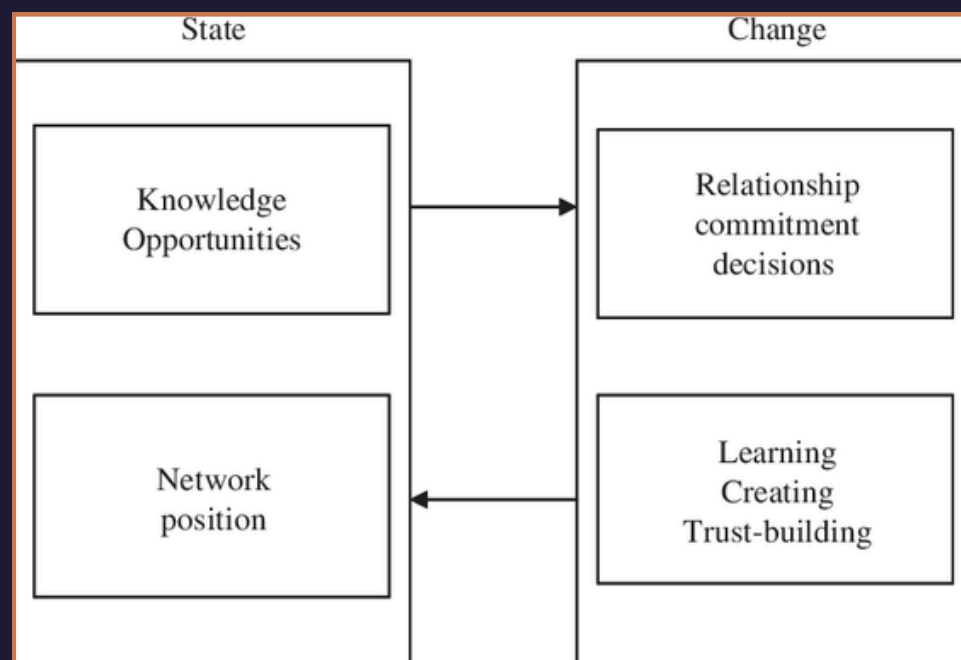
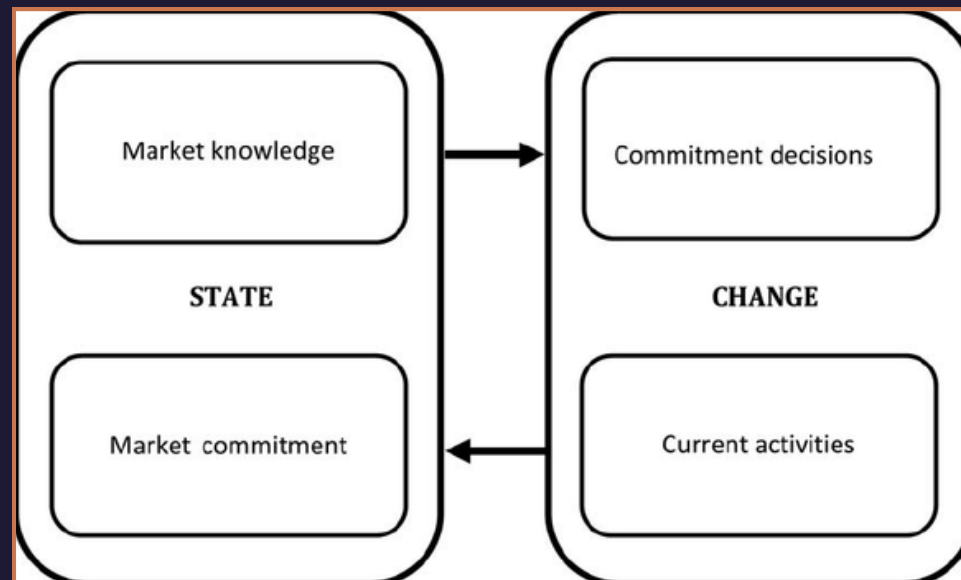
- **Psychic distance**

It then moved to countries culturally similar, which are less risky and require less marketing adaptation.

In this case, UK, Canada and USA all belong to the Anglo-Saxon cultural cluster.

- **Network Model (Johanson & Valhne, 2009)**



Significant role of networks in Foreign Markets.



# Global Map (Headquarates)



- The Americas
- Europe, Middle East
- Asia Pacific

Offices	Operation site
	
10	3
20	5
17	1



# Entry Modes

- **EXPORTING (Main Entry Mode)**

It allows the firm to enter fast, with fewer risks and low resource commitment.



- **JOINT VENTURE**

The company can acquire relevant knowledge about the market through partners and can withdraw from the contract at any time. However, there is a loss of control which can affect the high-quality of the product.



# Entry Modes

- **FOREIGN DIRECT INVESTMENT**

Full control over the product distribution and sales. However, this entry mode is the most risky, it requires knowledge and expertise of the market.



- **SRATEGIC ALLIANCE WITH THIRD PARTIES**

The company can obtain new technology and resources. In contrast, there is a loss of control and the risk of unequal partnership.

# SWOTC ANALYSIS



## Challenges analysis (C)

- Future factors that can turn into opportunities or threats challenges.

## C - Digital Shift

- As the company grows its digital footprint, cybersecurity becomes a challenge. Protecting consumer data and business information is critical, and any breach could be a significant threat.



# 7P ANALYSIS

## Product

- **Strong product diversification**
- Commitment to superior quality and craftsmanship
- Innovations such as kickstarting the gin renaissance

## Price

- **Implication of premium pricing strategies that align with its long-standing reputation for quality**
- The celebration of milestones and the emphasis on a rare character suggest a positioning in the higher end of the market.

## Place

- With over 50 global locations, the brand has a strong international presence.
- The strategic establishment of distilleries and bottling facilities in key markets - UK, USA, India, and Mexico, as well as offices in the Americas, Europe, and Asia-Pacific, suggests a **well-considered distribution strategy**.

## Promotion

- **The brand's promotional strategies is deeply rooted in its heritage and values, with a focus on the emotional connection to its products.**
- The emphasis on passion for the brands in Australia shows localized promotional efforts (promotion campaigns)

## People

- **The company values the ideas and views of its employees, indicating a people-oriented culture**
- Long service awards and a flexible culture that balances work and home life shows a focus on employee well-being and retention.
- The hiring practices emphasize getting to know candidates to ensure a good fit, which can contribute to a strong and dedicated workforce.

## Process

- **The company's innovative culture and continuous improvement indicate efficient and forward-thinking processes.**
- The mention of "The William Grant Way" presents a proprietary approach to business operations, which is a key differentiator.

## Physical Evidence

- The establishment of new facilities like the bottling plant in India serves as physical proof of the brand's expansion and its commitment to international growth
- **The company's heritage, as showcased by the first drop of Glenfiddich in 1887, provides a historical and tangible aspect to the brand story.**

# PEST ANALYSIS



- **The company's extensive global operations mean it is subject to various political environments, trade policies, and regulations across different countries.**
- The production sites in the UK, Ireland, USA, India, and Mexico may face different regulatory challenges, including tariffs, taxation policies, and industry-specific regulations such as alcohol production and distribution laws.



- **The global presence indicates exposure to diverse economic conditions, including currency fluctuations, inflation rates, and varying levels of disposable income, which can affect sales and profitability.**
- Economic downturns or recessions can impact consumer spending on luxury goods like premium spirits.
- Economic growth in emerging markets presents opportunities for expansion and increased sales.



- **The company's heritage and premium product range appeal to a consumer base that values tradition and quality, influenced by changing social trends and consumer behaviors.**
- The global shift towards responsible drinking can impact the demand for alcoholic beverages.
- Cultural differences across markets require tailored marketing strategies to appeal to local tastes and preferences.



- **Technological advancements in production, such as automation and quality control systems, can improve efficiency and product consistency.**
- Digital marketing and e-commerce are increasingly important for reaching consumers, particularly after COVID-19 pandemic and the surge in online shopping.
- Innovations in product development and packaging can also offer competitive advantages.

# Recomendation and actions plans using SMART criteria

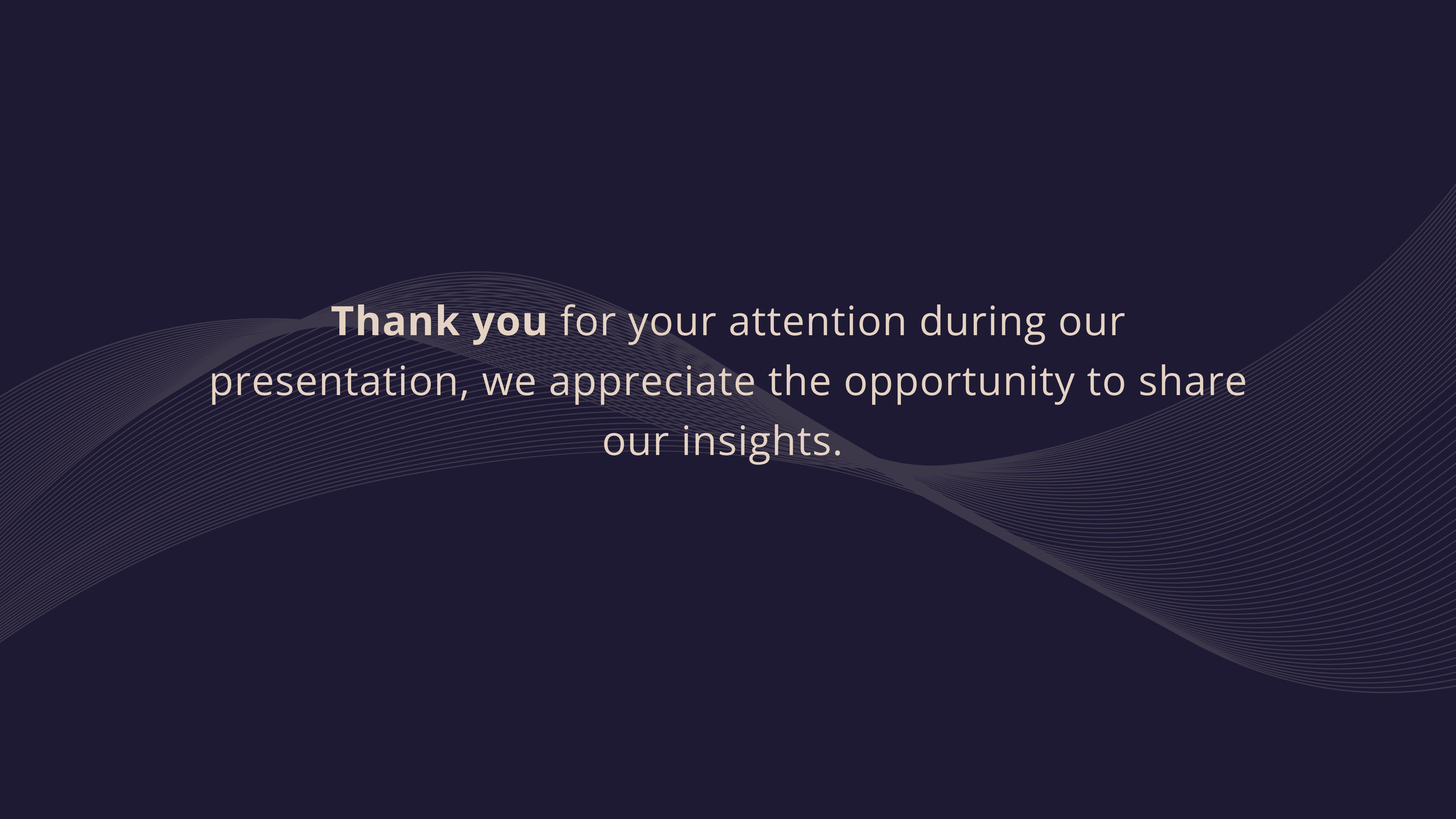
## Market expansion in Africa

Reccomendation	Description	Action Plans
<ul style="list-style-type: none"><li>• <b>Specific:</b> Establish operations and sales in key emerging markets in Africa.</li><li>• <b>Measurable:</b> Increase 10% marketing share in Africa within the next two years.</li><li>• <b>Achievable:</b> Conduct thorough market research to identify key countries for entry and establish strategic partnerships.</li><li>• <b>Relevant:</b> Capitalize on the untapped market potential in Africa and diversify the company's global presence.</li><li>• <b>Time-Bound:</b> Complete market entry and initial sales operations within the next 24 months</li></ul>	<ul style="list-style-type: none"><li>• By carrying out a comprehensive analysis to identify promising nations, we can expand into unexplored African markets. Form strategic alliances with regional distributors, customise marketing to suit regional tastes, and we will keep an eye on results to make quick adjustments.</li></ul>	<ul style="list-style-type: none"><li>• <b>Conduct</b> a thorough market analysis to identify the most promising countries in Africa for market entry.</li><li>• <b>Establish partnerships</b> with local distributors and retailers to facilitate a smooth market entry.</li><li>• <b>Tailor</b> marketing strategies to local tastes and preferences to ensure cultural relevance.</li><li>• <b>Monitor and evaluate</b> the market performance regularly and make necessary adjustments.</li></ul>

## Health conscious product line

Reccomendation	Description	Action Plans
<ul style="list-style-type: none"><li>• <b>Specific:</b> Introduce a new line of low/no alcohol spirits to capitalize on the rising focus on health and well-being.</li><li>• <b>Measurable:</b> Achieve a 10% increase in sales of the health-conscious product line within the next year.</li><li>• <b>Achievable:</b> Collaborate with health experts and invest in marketing campaigns promoting the new product line.</li><li>• <b>Relevant:</b> Align with the current consumer trend towards healthier lifestyle choices.</li><li>• <b>Time-Bound:</b> Launch the health-conscious product line within the 18 months.</li></ul>	<ul style="list-style-type: none"><li>• In response to consumer demand for healthier options, we will launch a new range of low or no alcohol spirits. Working together with medical professionals, start a focused advertising campaign, reward retailers for promoting your products, analyse customer feedback to develop flexible marketing plans.</li></ul>	<ul style="list-style-type: none"><li>• <b>Collaborate</b> with nutritionists and health experts to develop a high-quality low/no alcohol product line.</li><li>• <b>Implement</b> a targeted marketing campaign highlighting the health benefits of the new product line.</li><li>• <b>Provide</b> incentives for retailers to showcase and promote the health-conscious products.</li><li>• <b>Monitor</b> consumer feedback and market trends to adapt the product line accordingly.</li></ul>





**Thank you** for your attention during our presentation, we appreciate the opportunity to share our insights.

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