



Strategy and Brand Management in the Brewing Industry (BBI)

January 3 – 22, 2022

Target Group & Prerequisites:

- Upper undergraduate students of business, economics, organisational sociology, and related fields
- After two years of study or graduates with good standing. Proof of English proficiency required.

The brewing industry is a mature industry that is characterised by both a substantial decline in beer consumption in traditional markets while at the same time enjoying a strong growth in emerging economies and niche markets, most importantly in craft beer markets. There are numerous strategic and marketing-related issues at stake in an industry that is as global as it is local.

Berlin is a perfect location to study the brewing industry as it is home to both a vibrant craft beer scene and several traditional large breweries, as well as a number of associations representing the industry. In addition the Berlin School of Economics and Law is located in a historical building that used to be the headquarters of the German brewing federation prior to World War II.

Timetable

Monday, Jan 3	Brief virtual welcome session & intro to Moodle
Monday, Jan 3 – Friday, Jan 7	Reading Week
Saturday, Jan 8 – Sunday Jan 9	Time for travel
Sunday, Jan 9	Arrival in Berlin and move in to accommodation
Monday, Jan 10	Welcome Day: Campus tour, social events
Tuesday, Jan 11 – Friday, Jan 14	Class, excursions, and optional cultural programme
Saturday, Jan 15 – Sunday, Jan 16	Weekend and optional cultural programme
Monday, Jan 17 – Friday Jan 21	Class, excursions, and optional cultural programme
Friday, Jan 21	Farewell reception
Saturday, Jan 22	Move out of accommodation and departure

Virtual Reading Week (January 3 – 7, 2022)

The virtual reading week aims at sensitizing the participants to strategy and brand management issues in the contemporary brewing industry. Moreover, students will develop a basic understanding of some more general concepts relevant to the brewing industry. Altogether, students will study 5 papers available on Moodle (the learning platform of the HWR Berlin) and answer associated questions (monitored self-tests).

Please expect to spend a few hours each day on reading and answering the questions. All self-tests must be concluded by Monday, January 10, 9 am, so you may complete the task at your preferred time and pace.

Literature (subject to change)

Paper 1: Overall introduction into the Global Brewery Industry

Dörrenbächer, C./Gammelgaard J. (2013) Introduction, in: Gammelgaard, J. / Dörrenbächer, C. (eds.) The Global Brewery Industry. Markets, strategies and rivalries, Edward Elgar, Cheltenham and Northampton (New Horizons in International Business Series) pp 1-17

Paper 2: Acquisition strategy

Anand. J. / Lee, Y. (2018) Acquisition Strategy, in Augier, M and Teece. D.J. (eds) The Palgrave Encyclopedia of Strategic Management, pp. 9-14

Paper 3: Global Breweries and Covid19; what do annual reports tell us

Annual reports 2020/21 of Heineken, Carlsberg and ABInBev

Paper 4:

Erik Strøjer Madsen, Branding and Consolidation in the Global Beer Market in: Strøjer Madsen, E / Gammelgaard, J. Hobdari, B. (eds.) New Developments in the Brewing Industry: The Role of Institutions and Ownership, Oxford University press 2020

Paper 5:

TBD

On-site Programme in Berlin (January 9 – 22, 2022)

Module 1

Strategic Management in the Brewing Industry

Learning Outcomes

- Students will gain deep insights into the history and the contemporary dynamics of the global brewing industry. They will learn about structural problems of the industry, their acceleration through the Covid 19 pandemic and innovative revenue generating models.
- Students will develop a solid understanding of the competitive strategies of global market leaders such as Heineken, Carlsberg or AB Inbev.
- Students will explore the main mode of growth in the industry: cross-border M&As. They will gain deeper insights into the management challenges and pitfalls of M&As as the dominant foreign market entry form.
- Students will take a closer look at niche market strategies in the brewing industry. They will learn about entrepreneurial strategies as well as management challenges in craft beer production and distribution.

Lecturers

- Prof. Dr. Christoph Dörrenbächer / Prof Dr. Andreas Zaby / Prof. Dr. Jens Gammelgaard (CBS Copenhagen)

Day 1	<ul style="list-style-type: none">• Beer and the brewing industry: historical landmarks and contemporary challenges• Introduction into assessment procedure for week 1
Day 2	<ul style="list-style-type: none">• Strategy and rivalry in the brewing industry: the perspective of the global players• Grow to be great 1: case studies on large acquisitions in the global brewing industry
Day 3	<ul style="list-style-type: none">• Study visit to the German Brewing Federation
Day 4	<ul style="list-style-type: none">• Brewing beer – historical and practical perspectives• Grow to be great 2: case studies on large acquisitions in the global brewing industry
Day 5	<ul style="list-style-type: none">• Beer, brewing and entrepreneurship – an ideation exercise

Literature

- Madsen, E. S., Gammelgaard, J., & Hobdari, B. (Eds.). (2020). New Developments in the Brewing Industry: The Role of Institutions and Ownership. Oxford University Press
- Garavaglia, C., & Swinnen, J. (Eds.). (2017). Economic Perspectives on Craft Beer: A Revolution in the Global Beer Industry. Springer.
- Cabras, I., Higgins, D., & Preece, D. (Eds.). (2016). Brewing, Beer and Pubs: A Global Perspective. Springer.
- Gammelgaard, J., & Dörrenbächer, C. (Eds.). (2013). The Global Brewery Industry. Edward Elgar Publishing.

Study Visit

- German Brewers Association

Assessment

- Term paper, Swot Analysis of a brewing company
(additional credit to be earned by extending the SWOT analysis to a comparative SWOT analysis, or by a short essay paper on the national beer culture of a country – for more info please see 'optional extra-credit' below)

Module 2:

Branding Beer: Approaches to Brand Management in the Brewing Industry

Learning Outcomes

- Students will gain deeper insights into the basis of consumer behaviour towards beer and beer brands
- Students will gain a solid understanding of brand management in the context of brewing
- Students will explore innovative approaches to beer brand management
- Students will take a closer look at different methods of researching and controlling beer brands.

Lecturer

- Prof. Dr. Carsten Baumgarth

Day 1	<ul style="list-style-type: none">• The consumer and their beer brands: consumer behaviour towards beer
Day 2	<ul style="list-style-type: none">• The fundamentals of beer brand management: the brand canvas
Day 3	<ul style="list-style-type: none">• Selected Issues of Beer Brand Management• Innovative approaches to branding beer: from art and handmade to sustainability
Day 4	<ul style="list-style-type: none">• Measuring the performance of beer brands: from eye-tracking, to brand image measurement through to brand equity

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Day 5	<ul style="list-style-type: none">• Study visit• Assessment: student presentations
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Literature

- Keller, K.-L. (2013): Strategic Brand Management, 4th edition, Pearson: Boston et al.
- Sharp, B. (2010): How Brands Grow: What Marketers Don't Know, Oxford University Press: Victoria.
- Romaniuk, J.; Sharp, B. (2016): How Brands Grow Part 2: Emerging Markets, Services, Durables, New and Luxury Brands, Oxford University Press: Victoria.
- de Chernatony, L.; McDonald, M.; Wallace, E. (2011): Creating Powerful Brands, 4th ed, Elsevier: Amsterdam et al.
- Selected journal articles on brand management in the brewing industry and related topics.

Study Visit

- Local brewery

Assessment

- Student presentations

Cultural Module:

German Culture & Society: Cultural Perspectives

10 hours of German Culture & Society (study visits and class)

Topics & Learning Outcomes

This module will deal with German culture and society through many different site visits, and explore topics such as the Berlin Wall and Cold War era, Nazi-Germany, Prussia and its kings, German stereotypes, German university system, German politics, contemporary art or pop culture in Germany. In reflective papers, the students will have the opportunity to contemplate and highlight the differences and similarities between the students' home cultures and their new host culture/the cultures of their classmates. This module will help students to reflect upon and their intercultural experience.

Study Visits

- On the weekend and at least one visit on weekdays. Sites include: Schloss Charlottenburg, Palace of Tears, Dark Worlds: bunker tour, Reichstag (German Parliament).

Assessment

- 2 Reflective papers (one per week). Pass or fail grade.

Grading

Grades will be based on active participation and regular attendance in class and class excursions, on self-study and homework assignments, and on the examinations. If all assessments are passed, students will be issued a Certificate including a transcript of the grades received. Students with less than 80% attendance will not receive documentation of course participation. If students miss more than two classes, the final grade will be downgraded. Grades are stated in the German and in the ECTS system.

Workload and Credits

6 ECTS credits

The workload of this programme is equivalent to 150 hours / 6 ECTS and consists of:

- Reading Week incl. self-tests (monitored)
- Contact hours for the on-site programme (40 hours business course & 10 hours intercultural module)
- Excursions and company visits
- Self-study, research, group projects, preparation for assessments

Optional Credit (extra)

(to be completed after the programme, available for an additional fee)

Students may gain an additional credit by completing an extra assignment (in addition to the tasks listed above) i.e. handing in a paper. This paper is due max 4 weeks after the end of the on-site programme. This option allows students to receive a total of 7 ECTS rather than 6. Price: 50 Euro for a regular credit (Bachelor level) / 80 Euro for a credit at (post-) graduate level.

* Please note that all course content and teaching staff may be subject to change