

MKTG 2270.1A&B  
Introductory Marketing  
Project Guidelines  
Environmental Analysis – NS Craft Beer Market  
Fall 2019

The Marketing Audit Process: In this course, your group will analyse the Nova Scotia Craft Beer Market. This is a loosely structured problem assignment that is essentially the “front end” of a marketing or business plan. The marketing audit is an analysis of a product/service category and the firms /brands that compete in it. The purpose is to perform the major elements of an environmental analysis facing firms /brands in the industry/sector. The audit is a key part of an organization’s marketing planning process. Although, the actual report can take on multiple formats, it is basically an analytical and conclusion oriented piece rather than a recommendation or prescriptive document. It should not simply be a rehash of “data” or “facts” without meaningful analysis. However, you should point to opportunities that exist in this particular space by way of conclusions. At minimum, a proper marketing environmental audit consists of the following elements of analysis:

**PESTL:** The PESTL (Political, Economic, Social, Technological and Legal) framework is well established in business analysis as a tool used to outline the major forces in the “remote” environment. While not every element may be critically important in every situation, these environmental forces are relevant in most contexts. These elements are part of the Macro - Environment. Do not ignore supply chain and resource issues in your examination of these factors.

**Market Analysis :** A good marketing audit outlines the major issues in both consumer and business markets. Market size, market growth, market segmentation, consumer behaviour/decision making, market trends and developments are some of the key issues to consider in analysing the market. Every situation may have its own nuances, but the consumer/business market analysis is central to any marketing environmental audit. In looking at the broader forces driving the industry, you may or may not find that Porter’s Model (1980) is a useful tool. Do not ignore distribution channels (if they are relevant) in your analysis of the market.

**Competitor Analysis:** Competitive markets are complicated and vary in terms of the degree of concentration/fragmentation and rivalry. In the context of this particular assignment, you may restrict your analysis to 4 focal firms (your choice) but you should specify the firms you are examining and look at each on in some detail. Examine how firms differ in their marketing strategies, positioning and target markets selected. Be specific in terms of isolating the strengths, weaknesses and competitive advantages of each firm. Draw conclusions!

*Other Trends:* Depending on the situation, there might be other issues that are relevant to your analysis and should be present in the report. You should specifically identify these.

*Conclusions/Summary:* Finally, you should provide some summary or conclusion that ties it all together at the end of the report. The conclusion should seek to identify opportunities and essential key success factors necessary to take advantage of these opportunities. Is this an attractive market? What makes it so? What are the key success factors? Make use of the readings and lectures and apply the knowledge you have learned in the course and program and apply theory where appropriate.

**The Written Report:** You are given lots of latitude in terms of formatting your report and there is no standard report format for this project. However, there are some basics of professional report writing that are expected:

- It should be clearly written with a professional style
- It should be sectioned with major headings and subheadings
- It should have an introduction that outlines the scope of the report
- It should have been proofread
- A cover page should be included with a title, date and authors
- The report should have a Table of Contents
- The report should have a 1 page Executive Summary
- There should be page numbers
- Facts/secondary research should be cited in the text of the paper with consistent format
- A complete bibliography (list of references) is required
- It should have a consistent appearance throughout.
- Exhibits and Appendixes are appropriate and should be mentioned in the main body of the report and they should be numbered
- The report should be single spaced with 12 pt font.
- In terms of length 12-15 pages of text (single - spaced) in the main body is usually sufficient.
- Reports are due at 12:00 noon on December 4<sup>th</sup>.

The written report is worth 15% of your grade in this course.

**The Presentation:** You will be given a maximum of 20 minutes to present the main points and conclusions of your marketing audit for the NS Craft Beer Market. This limit will be enforced! While the presentation should be professional and polished, business - casual dress is acceptable. You might want to rehearse it. Expect 5 - 8 minutes of questions. Presentations will be scheduled for November 29<sup>th</sup> & 30<sup>th</sup>. The presentation is worth 5% of your grade in this course.