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Drink the Duchess: marketing challenges and opportunities encountered when SMEs internationalise

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CASE TEACHING NOTES

Abstract

Learning outcomes

The learning outcomes are as follows: first, identify the characteristics of born-global SMEs, and how these characteristics facilitate their global expansion shortly after the company's inception. Second, demonstrate that companies work with limited resources, typically and notably newly established companies, and that these resources should be allocated according to a carefully determined strategy. The resources focussed on in this case pertain to marketing. Third, examine entrepreneurial marketing and its various manifestations. An understanding of how this type of marketing is used by companies for international expansion is expected. Fourth, assess the role of digital marketing and how social media forms an important part of digital marketing. Particular attention is paid to the use of digital marketing, notably social media, in international expansion. Fifth, develop critical thinking skills with respect to strategic business decisions, such as whether to expand a business into foreign markets or to consolidate locally; and how best to penetrate foreign markets, given the nuances and complexities specific to these markets.

Case overview/synopsis

This teaching case is about The Duchess, a recently developed and launched virgin alcohol-free and sugar-free gin and tonic beverage. The adult soft drink was originally launched in South Africa, and just 18 months later became available in international markets (the UK and Belgium). The founders and protagonists of the case, Johannes le Roux and Inus Smuts, face the dilemmas of creating a competitive local brand while also looking to access new markets and internationalise as a born-global firm.

Complexity academic level

The target audience for this case comprises students enrolled in tertiary business education programmes who have already had some sort of work experience and hands-on exposure to real-world business. MBA and EMBA students, as well as those enrolled in post-graduate studies specific to marketing, international commerce and entrepreneurship, would be suitable candidates.

Supplementary materials

Teaching notes are available for educators only. Please contact your library to gain login details or email support@emeraldinsight.com to request teaching notes.

Subject code

CSS 8: Marketing

Keywords

Marketing International marketing Brand management/equity Entrepreneurial skills

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Disclaimer. This case is written solely for educational purposes and is not intended to represent successful or unsuccessful managerial decision-making. The authors may have disguised names; financial and other recognisable information to protect confidentiality.

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