

Summary

In the highly competitive market of Craft Beverage Tourism, many entities utilize their distinctive geographic identifiers to market their unique sense of place to their customers. Examples include the names of the business and products, labeling that reflects their location or local ingredients used and indigenous folklore and nostalgia to acknowledge the culture that shapes their industry, all to create a bond with customer's lifestyles, sense of community and place attachments (Williams & Stewart, 1998). The use of sense of place as a business strategy at TB is highlighted through this case study by examining six components of sense of place through the lens of the MFPCE (Grunewald, 2003).

Sense of place is a multifaceted topic, a concept whose roots are derived from personal and interpersonal experiences, direct and indirect contact with an area, and cultural values and shared meanings (Farnum et al., 2005). Sense of place can be described as the entire group of cognitions and affective sentiments held regarding a particular geographic locale (Altman & Low 1992; Jorgensen & Stedman, 2001). The phrase sense of place is also used by Anholt (2009) to denote those aspects that make a location distinctive and memorable and thus communicate its personality. This is derived from a variety of factors which consist of the place (the physical and cultural environment), the products with which the place is associated, and the people (Anholt, 2009).

Grunewald (2003) details five components that contribute to the MFPCE as follows; (a) perceptual, (b) sociological, (c) ideological, (d) political, and (e) ecological. Cavaliere (2017) has contributed a sixth indicator, (f) temporal, resulting from empirical research involving agritourism and climate change in NJ. This framework was selected and utilized in this case study because it is useful in understanding sub contexts of sense of place.

TB was established in 2011 in Ocean View, NJ. After a successful four year run in their initial location, TB expanded to a new 10,000 square foot facility to allow the company to quadruple their production capabilities. This new location includes a tasting room and tours and the business was moved from Cape May to Atlantic County, NJ. Currently, TB distributes throughout the state of NJ to bars, restaurants and liquor stores with hopes of expanding distribution to PA and DE in 2020. They brew beer daily and operate the tasting room four days a week serving 16 beers on tap.

There are several examples of how TB exemplifies sense of place throughout their business culture within the perceptual, sociological, ideological, political, ecological and temporal aspects that are unique to their operation. Examination of TB's website, tasting room, beer and beer labels focus on the Perceptual indicator and speak to the brewery's

commitment to their local roots and relationships. Through the Sociological lens that communicates elements of location and claims of being first, TB is the first brewery in Atlantic County, all beer is brewed in NJ, and all employees and owners are NJ natives. The Ideological indicator resulted in the discovery of the brewery's two awards for their beer, production of beer that trends and investment in their canning line. As for the Political indicator, the case study details the many legal standards required for breweries to follow in NJ and the compliance of TB as a matter of good business. The Ecological elements of the framework were prominent at TB. Everything from water quality, to sourcing local hops and oysters to collaborating with a blueberry farmer and a coffee roaster revealed an ethos of being committed to collaborating with local NJ businesses to stay true to their NJ roots. Finally, when examining the temporal indicator, it revealed TB's adherence to NJ rules of providing tours, limited hours of operation of their tasting room and the capitalization of seasonality for beer production and marketing.

This case study will help educate students/future craft beverage entrepreneurs/educators on mastering the challenges of an increasing competitive craft beverage business environment while striving for market success. The growing Craft Beverage Tourism Industry is becoming very competitive. In order to differentiate themselves, Craft Beverage businesses can utilize their local identifiers to market their unique sense of place to their customers. The benefits for using sense of place as a strategy for marketing and promotion of a craft beverage business will be discussed.

Target Audience

The case study is comprehensible at both the undergraduate and graduate level. The teaching notes are designed for the undergraduate student studying marketing, policy or strategy. The case could be enhanced at the graduate level with additional readings or research on Sense of Place and the MFPCE. It could also benefit business professionals as a source of knowledge about the importance of incorporating sense of place into a business strategy and how destination branding and positioning activities ought to be significantly influenced by an in-depth understanding of, and appreciation for, an organization's unique sense of place. The framework presented in this case and further explored in discussion topics and questions are a nuanced perspective on strategy for marketing and promotion of a craft beverage business.

Teaching Objectives and Suggested Themes

Presented in this case study are examples of how TB is incorporating Sense of Place into their business strategy. In this case study, place involves meaning and values that facilitate a connection to the brewery.

TB is deliberate in incorporating sense of place as a business strategy with the goal of building a stronger bond with their customers and promoting a stronger sense of community. This was observed through the use of the MFPCE which was utilized to assess sense of place themes including: (a) perceptual, (b) sociological, (c) ideological, (d) political, and (e) ecological. Cavaliere (2017) has contributed a sixth indicator, (f) temporal. Table 1 in the case study can be utilized to analyze the framework, the emerging themes, and examples to help students recognize how businesses can focus on each indicator to help market and promote their business. The researchers also saw opportunities for TB to better market and promote Sense of Place to their customers and the broader public. Jarratt et al. (2019) stresses the importance of using sense of place to support visitor attachment to a business. Branding and positioning activities ought to be significantly influenced by an in-depth understanding of, and appreciation for, an organization's unique sense of place. The teaching objectives of this case study listed below are designed to help educate students/future entrepreneurs and educators on mastering the challenges of an increasing competitive business environment while striving for market success.

- Familiarize students with the concept of Sense of Place
- Familiarize students with a model that allows for context and assessment as it relates to Sense of Place
- Explore key areas where Tuckahoe Brewery effectively uses Sense of Place to market and promote the Brewery as well as opportunities to improve their strategy.

Teaching Strategy and Analysis

It is recommended that at least three class periods be dedicated to this case study.

First Class:

Strategy:

The first class can start with an introductory lecture about Sense of Place as a business strategy for marketing and promotion. Faculty should discuss the concept of branding and positioning activities and their connection to sense of place. Additionally, the MFPCE framework should be discussed to help students understand the six indicators and how they are utilized in this study.

Discussion Question(s):

What are elements of Sense of Place and how do they relate to hospitality and tourism studies?

Homework:

Read the case study.

Second Class:

Strategy:

The second class can build on the previous class by discussing the case study and reviewing the TB website to analyze how they currently utilize Sense of Place within the context of the six indicators of the MFPCE. The questions below could guide the discussion. This can be accomplished with the class as a whole or students can be divided into smaller groups depending on class size.

Discussion Question(s):

1. What are the important perceptual indicators of TB's website, tasting room, beer and beer labels?
2. How are TB's products packaged and labeled? How does this resonate with Sense of Place and the perceptual indicator?
3. What sociological sense of place indicators are highlighted in this case study? How can they be incorporated into TB's marketing strategy and why?
4. How can TB keep the integrity of their local brand identity as they grow and attempt to resonate with a larger market?
5. Can the political environmental challenges, inherent in all business, be utilized to communicate and strengthen TB's efforts in compliance? If so, explain.
6. How can TB cross market initiatives with local vendors to capitalize on the sourcing of local NJ ingredients used in TB products? How can this help TB's marketing strategy?
7. What are the benefits of marketing and promoting community outreach, engagement and philanthropy as a business it relates to Sense of Place? How can TB best promote their endeavors as it relates to their community engagement?

Homework:

Students could be assigned a local business entity to analyze how that business is using Sense of Place as a business strategy for marketing and promotion.

Third Class:

Strategy:

The third class can be dedicated to discussing the student's findings as a result of their own research. Students can propose recommendations based on their understanding of the MFPCE model as it relates to Sense of Place as a business strategy for marketing and promotion. Faculty could assess student learning by requiring a formal presentation or a written paper of their findings and recommendations. Table 1 presented in the case study could be used as a template for their research.

Additional Suggested Activities

After students understand the theory and read the case study, teachers can use the discussion questions provided above to create activities that focus on the dilemmas presented in this case and that focus around:

- Brand Strategy Analysis.
 - Additional support material: A Better Way to Map Brand Strategy Case by Niraj Dawar and Charan K. Bagga: <https://hbr.org/2015/06/a-better-way-to-map-brand-strategy>
- Promotion, Marketing, and Communication Plan
 - Additional support material: Leveraging the human side of the brand using a sense of place: Case studies of craft breweries by Anne-Marie Hede and Torgeir Watne.

For a graduate course, the first two recommended undergraduate classes could be combined into one class. Students should be required to read the case in advance with assigned readings from the additional list provided. Graduates students could complete the same assignments as the undergraduate students. However, in addition, they could be required to visit a local business entity for a more in-depth analysis. This could include interviews with owners, managers, and customers. This additional information could be incorporated into a paper and presentation or a case study.

Additional Readings

- Altman, I., & Low, S. M. (1992). Place attachment, human behavior, and environment: Advances in theory and research (Vol. 12). Plenum Press.
- Anholt, S. (2009). Why national image matters. Handbook on Tourism Destinations Branding. https://issuu.com/bibliotecaperiodismoturistico/docs/handbook_on_tourism_-_destination_b.
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- Everett, S. (2008). Beyond the visual gaze? The pursuit of an embodied experience through food tourism. *Tourist Studies*, 8(3), 337-358.
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- Gruenewald, D. A. (2003). Foundations of place: A multidisciplinary framework for place-conscious education. *American Educational Research Journal*, 40(3), 619-654.
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- Jarratt, D., Phelan, C., Wain, J., & Dale, S. (2019). Developing a sense of place toolkit: Identifying destination uniqueness. *Tourism and Hospitality*

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Sims, R. (2009). Food, place and authenticity: local food and the sustainable tourism experience. *Journal of Sustainable Tourism*, 17(3), 321-336.

Trauer, B., & Ryan, C. (2005). Destination image, romance and place experience—an application of intimacy theory in tourism. *Tourism Management*, 26(4), 481-491.

Wolf, E. (2020). What is Food Tourism? <https://worldfoodtravel.org/what-is-food-tourism-definition-food-tourism/>.