

Territorial Marketing Strategy and the Development of Brewery Routes at Santa Catarina State, Brazil

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Abstract

In the plural perspective of strategy, competitiveness and development, cities and territories (regions) have sought to structure themselves to attract industries, services and other possibilities that can make the dynamics of the economy of a given location more efficient. The evolution of certain territories' economic and social aspects triggered new possibilities for socio-economic activities, which may be contained in Territorial Marketing initiatives. This article aims to analyze existing initiatives and local development, focusing on the cases of two brewery routes in the state of Santa Catarina, southern Brazil. The research had an exploratory and descriptive character. A documentary survey was carried out (previous market research, current legislation, and documents from organizations), followed by interviews with stakeholders. As a result, it was possible to verify territorial marketing initiatives in current strategies and made a series of suggestions for further improvement.

Keywords: Beer Tourism, Place Marketing, Santa Catarina, Socio-economic development.

1. INTRODUCTION

The projection of territory¹ has become a relevant agenda in the contemporary discussion of public and business management and the definition of competitive strategies that allow cities, regions, states, countries, or even a group of nations to complement or leverage their economy. In this process, marketing can act as a potentiating element in *bringing benefits to stakeholders*, including residents and organizations.

In the organizational environment, since 1935, *the American Marketing Association* (AMA) defined marketing as "The performance of business activities that drive the flow of goods and services from producers to consumers"; and in 2013, the same association updated the understanding, when it redefined marketing as follows: Marketing is the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large (AMA, 2013).

In academia, this is still a recent field. At the beginning of this century, one of the primary references in the area, Phillip Kotler, will explain marketing as a social process "through which people and groups of people get what they need and want with the creation, offer and free negotiation of value products and services with others" (KOTLER, 2000, p. 30). There are brands, organizations, and even people who resort to marketing to generate or add value, which can be converted into opportunities. Moreover, with the speed of market changes, strategies must be aligned so that opportunities are not wasted.

Cities and territories (regions) have sought to structure themselves to give security to investors and comfort to residents, attracting industries, services, and other possibilities that can make the dynamics of the economy of that place increasingly efficient (THERKELSEN and HALKIER, 2004). With the implementation and rapid dissemination of the territorial planning strategy, the evolution of the economic and social aspects of certain urban (and some rural) territories triggered new possibilities of socio-economic activities, such as fairs, events, and place tourism (TRUEMAN; KLEMM; GIROUD, 2004).

In this area, territorial planning definitions are not equal, even if similarities are identified between them, mainly when associated (or not) with the strategic field. Cabral and Marques (1996) argue that strategic planning promotes a vision for the territory based on a forward-looking diagnosis and long-term management, thus building an idea of planning as a place of convergence of civil society, the state, and markets, promoting participation, initiatives in partnership and decentralization of the process of deliberation, decision, and implementation.

Thus, by using the marketing vision as a tool for the development of cities or places, it is understood that the measures that value a given territory – together with a potential investor, tourist, or visitor, leading him to decide to visit or undertake – are the facilities offered and the differentiating factors that command the birth of the marketing strategy that will be used (TEIXEIRA, 2002).

Based on this possibility, this study seeks to understand the role of territorial marketing in the strategy of promoting tourism, based in two initiatives of brewery routes from the state of Santa Catarina (SC), southern Brazil.

1.1 Tourism in Brewery Routes and Territorial Marketing as a strategy

In Brazil, the late 1990s marks the "brewing renaissance." Based in the United States and Europe, this movement seeks to change the national brewing market along with the perception of consumption that one has about the drink. This whole process resulted in the growth of production and increased consumption of craft beers (FAVERI and WESTRUP, 2016; GIANEZINI et al, 2018).

Currently, it is possible to observe many establishments specialized in the trade of differentiated beers, that also represent niche tourism opportunities (ROBINSON and NOVELLI, 2005). Thus, promotion of craft beer events, books that address the subject, offers of home production courses, and tastings, among other experiences, are offered to the consumer (PLUMER et al., 2005; GIORGI, 2015).

During this period, there was considerable growth and improvement of craft micro-breweries in Brazil. Piato and Révillion (2013) point out that these new businesses have exploratory marketing characteristics to use differentiation strategies, whose territorial marketing can occupy a prominent place in the potentiation of public and private organizations' initiatives. Kotler, Haider, and Rein (1993) proposed the concept of territorial marketing, who also call it strategic marketing of Places, whereby cities/regions are compared to a product for competitive analysis. This competitive analysis of the territory aims to "position it in the market" with a shrouded in differentials (OCKE and IKEDA, 2014). Cities must develop an image of reference and acceptance to become attractive and appealing to the intended targets (MEGRI and BENCHERIF, 2014).

Territorial Marketing (or Place Marketing) creates, promotes, provides, and streamlines planning aimed at the territory and the products and services offered. In this case, Sexto et al. (2001) lists four basic principles of Place Marketing: *i*) thinking about development from residents, tourists, and investors; *ii*) to promote an integrated analysis and allow future actions to these cited audiences; *iii*) plan sustainable development policies related to territorial identification; and *iv*) to advertise the image, to give visibility and notoriety to the places. Thus, the object of study of territorial marketing and the promotion of socio-economic development of regions can consider the following aspects: Religious tourism; Natural attractions; Historical and cultural attractions; Business tourism; Production of beverages; and Gastronomy.

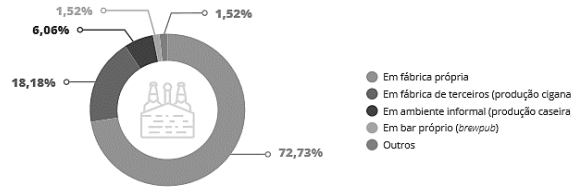
Considering "the fruits that can be harvested" with the application of strategies and promotion of territorial marketing in the socio-economic scope of cities and regions – resulting in greater competitiveness in attracting business and tourism in the brewing sector and being included in public policies of local and regional development – this study shows its relevance and importance. It was also considered the potential aspect of the craft brewing market's business that begins to gain relevance in Brazil, amid a change of culture, whose beer consumers become more demanding with the product they are consuming (DIAS and LEITE, 2017; FERNANDES and GAMA, 2006).

In a market comparison, conducted by the Brazilian Service of Support to Micro and Small Enterprises (Sebrae) in 2017, the micro-brewery segment moved about US\$ 20 billion in 2014 in the United States, with 3,418 micro beer industries, while data from the same period indicate that Brazil had only 200 of these breweries, according to Abracerva data (2017). It was thus defining the movement as one of the market trends, beer tourism. In 2018 Brazil already gathered the registration of 679 establishments with the same classification and with great potential for expansion, according to data from the Ministry of Agriculture, Livestock, and Supply (MAPA, 2018).

1.2 The Santa Catarina's Craft Beer Market

In 2018, the Brazilian Service of Support to Micro and Small Enterprises of Santa Catarina (Sebrae/SC) conducted a study in which we sought to understand the beer market's reality, bringing data and particularities of breweries from Santa Catarina. The study identified that more than 72% of the state's producers have manufacturing in their own industrial plants and only 1.52% *in brewpubs*².

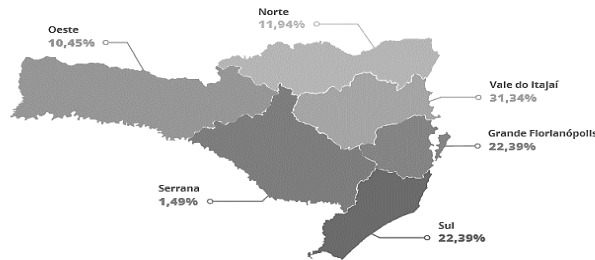
Figure 1 - Distribution of craft beer production in Santa Catarina state, Brazil, 2018.



Source: Sebrae/SC (2018)

Although the *number of brewpubs* is not very expressive, the study points to a market trend of this establishment characteristic and should grow in the coming years. The location of the leading producers of craft beer in the state is represented in Fig. 2.

Figure 2 - Distribution of breweries by region of Santa Catarina state, Brazil, 2018



Source: Sebrae/SC (2018)

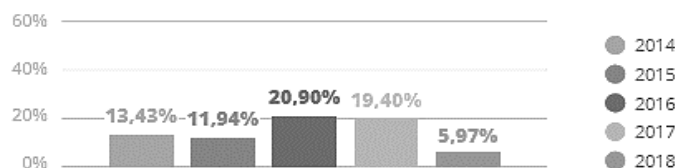
It is worth mentioning the preliminary study by Dalmoro and Gianezini (2018, p. 322) for which this dynamic object required "continuity through an applied study, with a present and prospective approach, including craft breweries and collective initiatives in specific states or regions, providing comparative analyses."

To analyze the data, the content analysis technique was used, considering the qualitative approach. The information was detailed, organized, and confronted with the reference according to two major categories: a) Representative aspects of Territorial Marketing: Business Tourism; Production of beverages; and Gastronomy; and b) elements of local development: quantity and diversity of participating organizations; development strategies; potential for public policies. The studies carried out to develop this work reiterates the relevance and potential of the Brazilian market for craft beers that have grown significantly in recent years and continue developing, providing new opportunities to entrepreneurs in the area. However, it is also identified as a fragile organization concerning business management and professionalization of the agents involved and the need to analyze the economic scenario to make the necessary investments continually.

Among the beverage categories, craft beers – developed with differentiated ingredients, manufactured in smaller quantities, and in micro or small industries – deserve to be highlighted. The growth of this sector is observed in several regions of the country. In particular, this study focuses on the reality of two mesoregions of Santa Catarina's state, understanding the facts and opportunities.

According to the study conducted by Sebrae/SC (2018), Santa Catarina ranked 4th in the national ranking in 2017 in the number of registered breweries, totaling 78 establishments regularized in the Brazilian Ministry of Agriculture, Livestock and Supply (MAPA). The data also indicate the 2nd position in beer density, relativizing a scenario of 89,758 inhabitants per brewery in the state of Santa Catarina. According to the companies' op companies pointed out in the chart, the scenario that has been forming around the brewing market is recent.

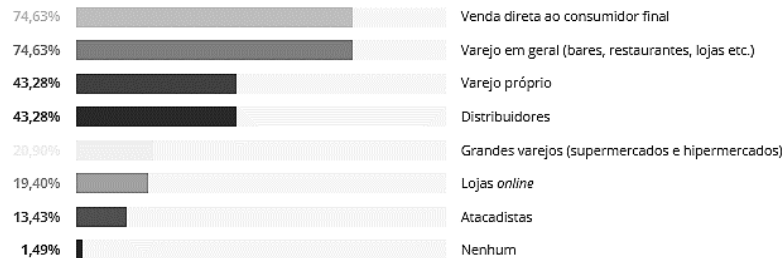
Figure 3 - Establishment of breweries per year in Santa Catarina state, Brazil (2014-2018).



Source: Adapted from Sebrae/SC (2018)

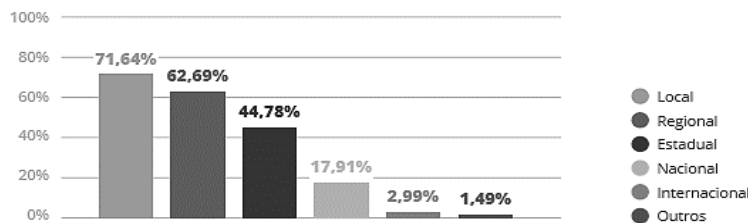
Here we observe convergence points with territorial marketing strategies, which can further develop the state's market and the brewing culture as a regional characteristic. In the context of the strategies adopted to promote breweries' products and services, two points stand out: the sale happens mainly to the final consumer and the consumer is attracted to distribution points mostly via social media (see Fig. 4).

Figure 4 - Distribution channels for craft beer in Santa Catarina state, Brazil, 2018.



Source: Adapted from Sebrae/SC (2018)

Figure 5 - Market range served for craft beer in Santa Catarina state, Brazil, 2018.



Source: Adapted from Sebrae/SC (2018)

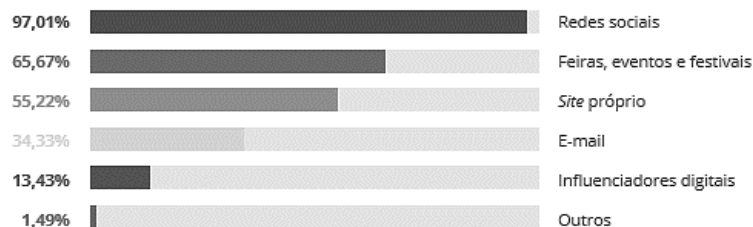
The primary market served by craft beer producers is local sales. Reinforcing the data that one of the main difficulties to expand sales is currently the difficulty of distributing the product to a qualified clientele, especially the leading supermarket and beverage distribution networks.

This aspect is directly linked to the strategies of promoting brands that need to bet on commercial actions that make a difference in the market, often without at least developing stories to value the brand. So, the consumer is expected to buy the product by merely seeing it being offered at a commercial point.

Retaining customers go through the premise of delivering value. For this, the positioning strategy and marketing channels need to be aligned with the brand's purposes. The set of actions prevents competition from overcoming the barriers of its pure promotion by simply offering lower prices and contributes to creating strong customer loyalty, generating a genuinely engaged consumer base.

Concept highlighted by Las Casas (2006) where it reinforces that customer loyalty means creating a consumption habit of the same company because they believe that it has the right products or services.

Figure 6 - Channels used for craft beer brand awareness in Santa Catarina state, Brazil.

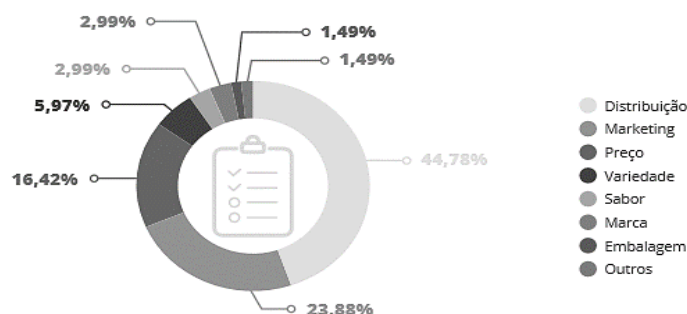


Source: Adapted from Sebrae/SC (2018)

The breweries organizations of Santa Catarina present themselves as a strong producer for the local and regional market with great potential for marketing the products in the breweries themselves and with customers attracted mainly through

social networks and brewing events. At market improvement points, the two main complaints are directly linked: distribution channels and marketing.

Figure 7 - Points to be better developed on Santa Catarina's craft beer sector, 2018.



Source: Adapted from Sebrae/SC (2018)

In the understanding of craft beer producers from Santa Catarina, the two main barriers to leverage brewing organizations' growth are the marketing strategies of breweries and the distribution of production. Problems that can gain a solution within the context of a broad territorial marketing strategy for the state.

2. METHOD

This study sought to understand the practices existing in two distinct territories within the state of Santa Catarina: Initiatives with the predominance of the culture of craft beer (but not exclusively) in the mesoregions of the *Itajaí Valley* and the *Florianópolis metropolitan area*, thus embodying data in the same segments produced within the state.

With a diversified economy, natural attractions, and cultural diversity, these two Santa Catarina regions are already destinations/places of reference. Nevertheless, tourism from brewery routes may represent a possibility of contributing to the development of these sites. At the same time, it can serve as a model for developing other regions of Santa Catarina.

For data collection, interviews, and subsequent analysis of the notes were conducted, considering the view of the agents involved in the process of territorial marketing of the brewery routes.

The documentary survey included: a) previous market research, with emphasis on the diagnostic analysis, performed by Sebrae in 2018; b) Legislation, with Laws n. 16880, sanctioned in 2016, which instituted the *Rota das Cervejas de Santa Catarina* and other provisions and Law n. 17467 of *Vale da Cerveja*; and (c) documents of the two initiatives mentioned.

The other information and data were collected in face-to-face and online interviews (via e-mail) between February and April 2019 according to the availability and schedule of the informants and interviewees, which after a preliminary survey was defined as: a) Manager of the *Vale da Cerveja* initiative; b) Manager of the brewery Path institute; c) Manager of the Association of Microbreweries of the Metropolitan Region of Florianópolis (*União Cervejeira*); d) Manager of the Association of Micro and Small Business Entrepreneurs and Individual Entrepreneurs of the Metropolitan Region of Florianópolis (*AMPE Metropolitana*); e) Manager of the Working Group of "Brewer Tourism", organized by the Federation of Associations of Micro and Small Enterprises and Individual Entrepreneur of Santa Catarina (*Fampesc*);³ f) Manager of a tourist company that has been conducting a study for the implementation of guided tours on the beer routes. The other characteristics of the interviewees are listed in the following table:

Table 1 – Profile of interviewees

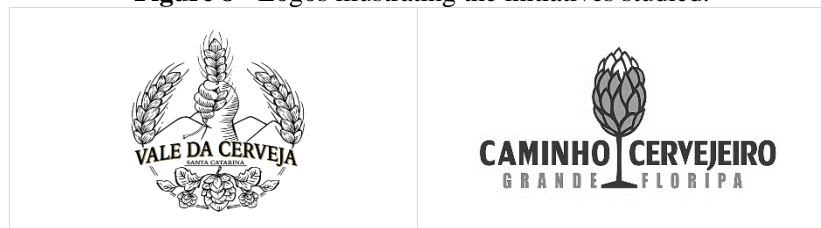
Cod.	Age	Gender	City	Companies/initiatives	Training
E1	44 years old	Male	Florianópolis	Cervejeiro Path Initiative	Law
E2	45 years old	Male	Imbituba	Tour Operator Entrepreneur	Philosophy
E3	32 years old	Male	Blumenau	Vale Cervejeiro Initiative	Civil Eng. and Beer Sommelier
E4	33 years old	Male	Florianópolis	Ampe Metropolitana	Administration
E5	38 years old	Female	Florianópolis	Union Brewer	High School

Among the main factors that explain these choices for work are the search for diversity and impartiality, the low availability of resources and people to conduct a research with an enlarged sample (more interviews), and the time interval for conducting the research.

3. RESULTS AND DISCUSSION

As pointed out by the references of Gaio and Gouveia (2007), the territorial brand management provides the construction of a set of images to promote, among other things, identification, notoriety, involvement, and acceptable behaviors. Thus, as part of the characterization, the logos of the two initiatives given are listed below (Fig. 8).

Figure 8 - Logos illustrating the initiatives studied.



Source: Institutional websites, 2018.

By order of "foundation," the brewery route *Vale da Cerveja* is presented first. It brings together 13 establishments, twelve breweries, and a school focused on training people in various aspects related to the world of beer. It is in the tourist region called the European Valley. Since its creation in 2016, the initiative has given even more visibility to the title of "Brazilian Capital of Beer" to Blumenau. The route was developed from a management committee's work that included several representatives of the region's beer production chain.

The initiative is regionalized and segmented, serving a specific niche of the public interested in brewing culture. Through beer-related products and services, options are offered for tourists interested in beer, adventurers, and cultural attractions. The script's construction was carried out with the consultancy of Senac/SC, which developed a specific methodology for the beer routing project in the *European Valley* (a part of Itajaí's Valley).

The purpose of the route is to contribute directly to regional development. The establishments are divided into seven different cities and form a path that involves tours of the factories, short courses, and visits to the cities' tourist spots.

Table 2 - Table with the participants of *Vale da Cerveja* route, 2018.

Brewing companies (<i>Trade Mark</i>)	City-Town
Alles Blau	Blumenau
Berghain	Timbó
Bierland	Blumenau
Blauer Berg	Timbó
Cerveja Blumenau	Blumenau
Container	Blumenau
Das Bier	Gaspar
Eisenbahn	Blumenau
Escola Superior de Cerveja e Malte-ESCM	Blumenau
Handwerk	Ibirama
Schornstein	Pomerode
Zehn Bier	Brusque
Kiezen-ruw	Guabiruba

In turn, the "Caminho Cervejeiro" route, located in the Florianópolis metropolitan area, brings together nine breweries that are part of the conglomerate that develops a tour integrated to other attractions of the six cities involved. As a result of a joint effort between Sebrae/SC, the AMPE and the *União Cervejeira da Grande Florianópolis*, the initiative aims to diversify the tourism in Florianópolis area, in addition to stimulating the growth of local craft beer producers.

By going through several municipalities, the tourist can know the beauties of the region, which has thermal waters, beaches, Azorean culture, and locally produced beers.

Tours pass through beer factories, including information about the production process and to offer tastings of the labels produced. The itineraries also include cultural tours of historic sites and meals in bars and restaurants serving dishes that harmonize with local beers. By the end of 2018, the participants of this initiative were:

Table 3 - Participants of the *Caminho Cervejeiro* route, 2018

Brewing companies (<i>Trade Mark</i>)	City-Town
Bayer Bier	Florianópolis
Da Ilha	Florianópolis
Faixa Preta	Santo Amaro da Imperatriz
Jester	Águas Mornas
Kairós	Florianópolis
Nefasta	São José
Sunset Brew	Tijucas
Únika	Rancho Queimado
Weinmann	São José

Once the business has been identified, it is worth mentioning that most of these breweries (more than 70%) produce their beers in their own *factory*, making *brewpubs* a tendency to receive visitors. Thus, it is possible to describe the potential of the two brewery routes as an essential business alternative for tourism in Santa Catarina, promoting local development and consecutively expanding the quality of life of residents in these regions, perceptions that meet the results of territorial marketing touted in the studied reference (KOTLER et al, 1999; MOURA, 1998; BUARQUE, 1999).

During data collection for this research, it was identified that some perceptions confirm the information highlighted by the authors who support the study. Interviewee 1, for example, points out that "there is a displacement of people from other cities and other states to know breweries and know the culture of other regions, and the target audience are the families of *these beer lovers*." Gomes (2014, p.21), who cites one example of territorial marketing campaigns that stand out globally: the campaign that the State of New York, in the USA, which launched in 1977 "I ♥ New York." This campaign could take the city off the brink of bankruptcy and strengthen local identity and attract tourists and visitors to the town. Interviewee 2 discusses how the project's transformation into a tourist product took place: According to the interviewee, the work took approximately three years to reach the current stage.

Pomerode speaks of German colonization, Bonito speaks of nature, among other icons of these destinations and ours, I always believed that Santa Catarina could do a great job developing a product of beer tourism, in the whole state of Santa Catarina, we started in Florianópolis, but always with the idea of expanding, in addition to Florianópolis do in other tourist regions. We are already thinking about the twelve tourist regions of the state; today, we have mapped and done awareness and conversation work, in addition to the pre-routing of all twelve tourist regions. We have five areas that are already working which is the Beer Valley all around the city of Blumenau, Itajaí, and Balneario Camboriú, which is the tour route Cervejeiro, Joinville and Jaraguá, which is the Way of the Princes, the Serra Mar, which is from the region of Garopaba to the foot of the Serra de Santa Catarina and has the great Florianópolis that was where we started that is the brewing path of Greater Florianópolis, so this is a job of personal will to work with a product that no one was working in Brazil, which was the brewing culture, and especially ours, here in Santa Catarina. (E2)

The path to completing a project of application of territorial marketing strategies needs to be well thought out because it should be conducted as a long-term strategic process through different stages. This application derives the knowledge of each territory's specific characteristics and potentialities (MEGRI and BENCHERIF, 2014).

Another point is highlighted by interviewee 3, which is the importance of the union of brewing initiatives to strengthen the enterprises, underlining that by joining several companies with the same objective, it is possible to identify a significant effect of the diffusion of craft beer in addition to democratization, leading to it being the first option of the consumer in a spontaneous purchase.

The more we strengthen the identity of craft beers in the consumer's head, the more we will grow. It is challenging for you to have access to a large brewery mainstreaming; now, when a person enters a craft brewery, she is enchanted with the colors, with the sound, with the diversity of things there, with the ease of access—remembering that it is always a food industry and necessary to take great care with. People engagement when they see the colors of their factory when they see that beer starts and ends in one place. The raw material coming can feel the taste of ready beer; this generates an engagement and generates a different consumption pattern. (E3)

Corroborating the interviewees' opinion, there are the findings of Cidrais (2001, p.44), for whom the agents involved in the process assume a role of protagonists in local development since territorial marketing "results from the actions of various agents and communication that the various components of the territory establish with the audiences with which they relate." From the point of view of the need to articulate class associations for the development of activities such as a brewery route, Interviewee 1 comments:

Through the trade association, we developed articulation, talking with breweries, with the tourist trade, with the government and support entities, such as Sebrae, for example. Understand what the demands are, define the strategies for these actors to work together. Know the pain of each player of this and try to make the other players, the different stakeholders can offer solutions free of charge or pay as a service provider so that there is a synergy between all actors. (E1)

Although the term *triple helix*⁴ has another definition and its own concept, interviewee 1 used *ipsis litteris* to refer to other elements, mentioning the "triple helix" of the sector, where it is possible to "involve the companies, the government and third sector, to develop the initiatives, envisioning business possibilities." *You have the third sector with the business associations. You have the government in a vital role, especially financing and promotion of tourism. You have the private initiative of craft breweries and essential the tourist trade as a whole. (E1)*

Interviewee 5 corroborates the statement: "We contribute to design the beer route and build it together with the interested entities."(E5). Regarding the difficulty's implementation of the routes, due to problems of urban mobility and distances between initiatives, Interviewee 4 reports the initial confrontations:

The route to the tourist point, hotels, restaurants is a fundamental point of this discussion because we have a big problem with urban mobility, especially in Florianópolis metropolitan area. This is the main point of impact, where we have a Brewery in Rancho Queimado city that is 80 kilometers away and another brewery in the north of the island of Florianópolis. We made these routes, all in two days, all the breweries, we left at seven in the morning and returned at midnight, and so we visited all the breweries, staying on average, 40 or 50 minutes, in each brewery, drank four beers each and went to the next, we spent more time on the commute than in the breweries, so we made all this visit in the breweries in a recording space only that the tourist does not want to do these things running, he wants to visit with time, calmly, so today the only finished product is the stretch of the route of São José and Tijucas. We tried other routes several times, but we cannot because it takes a long time due to traffic, so we prefer to make this wor, and then apply it to the others. (E4)

The report raises the discussion about the improvement of urban mobility that would directly impact the quality of tourism promotion agents' service. In addition to logistics, it is necessary to improve the quality-of-service of support network, where van drivers and tour guides need to be prepared to perform a service of excellence and quality.

From the point of view of public policies and incentives for the initiatives studied, it was found, as more relevant, the *Santa Catarina Destino Cervejeiro do Brasil* project (GOVERNO DE SC, 2019) – the result of the actions of the Working Group of Beer Tourism of the Secretariat of Tourism, Culture and Sport (SOL) – which brings together representatives of the sector from all over the state, and is coordinated by the Fampesc, with the support of Santur and Sebrae/SC. The initiative aims to organize a set of beer tourism itineraries in five tourist regions that appreciate the production and tasting of the drink.

The determination of a target audience for the actions is still ongoing, as mentioned by interviewee 1, who describes the movement as one of the main challenges of the route expansion project.

When we focus on brewlovers you have a widely targeted audience where it is easy to get to it. However, it is a small audience, still in Brazil. It does not compare to the United States of America (USA), Germany, or any other brewing destination globally. As a positive point, you have a highly segmented audience, but you have a tiny population identified in marketing, and we have been experimenting with it. One of them is expanding the people for the tourist because there you (re)signify your tourist product's target audience. We lose a little bit in segmentation and niche but broadens the spectrum to form more brewlovers for a future market. (E1)

Thus, it is observed that the format necessary for the formation of the offer of tourist products brewers needs to have specific characteristics: gather brewers' enterprise, or brewpubs leading tourists to try beers and know the brewing culture of that region; and integrate the route with the other tourist attractions connected in the product, since the traditional tourist does not want just to try beer.

The traditional tourist wants to come to Beto Carrero World⁵, know a particular landscape, the whales of the southern, visit the beaches of Florianópolis. So, the state beer tourism and the Brewery route, too, must determine target audiences, which may be the tourist who comes by other triggers to SC and the tourism agent offers a beer destination. (E1)

In this line, Kotler et al. (1999) reinforces that territorial marketing can be used for multiple purposes, contributing to the construction of a positive image of a particular place and thus be a reason for the attraction by companies, tourists, institutions, and events.

Concerning the benchmarking carried out between the initiatives, as a fundamental action for the development of routes, interviewee 2 shares the personal experience applied to another tourist product "I already bring the experience of tourism on the right whale route, which is Imbituba, Garopaba, and Laguna, and had a great interest in working on the brewery route," understanding that, the brewing culture of Santa Catarina is, an icon product, which can be used inside as an asset for the state's tourism, thinking about thematic axes.

Asked about the maintenance of a specific audience, interviewee 1 stresses that the target audience is in constant study, improvement, and adaptation. The products are launched, already working with operators, but is followed by continuous product tests. "*Innovation today has a lot of this, you launch a product, test and adjust, and it is at this moment that we are in Florianópolis.*" (E1). Interviewee 2 treats the public as a process under construction as well.

We are building the public, what we have done, in just under two years are tests and pilots, with travel agents, with some groups of tourists, so we know which is the public that will want to consume the product "Beer Route," and so that he will want to come, if he will come, for example, just to make the beer script or if he will want to add other things of the destination with beer. (E2)

The interviewee 2 also reinforces that the action needs to be focused on differentiation, where tourists demonstrate to seek life experiences.

I may not use the icons of that region. Still, I can put different basil in food, and that is a gastronomic experience by itself; what we want is an experienced script that is transformative, so our hand it does not sell like this: "Go to a brewery drink beer made in the brewery" who does this is beer drinker, we sell the script to know the brewing culture of Santa Catarina, and for you to understand how it makes beer, what kind of beer exists, what types of brewing schools exist, what is manufactured in Santa Catarina, and why it is brewed a particular type of beer the historical relationship that we have with this drink that is beer. (E2)

Interviewee 3 points out that the route, which it represents, was designed to strengthen the region, regardless of the public:

The route was designed for the whole public, already has a tradition of craft beer production, especially the so-called "paneiros"⁶, but they were breweries that generated 12,000 liters per month. Still, this ten years after Blumenau was founded, we already have a brewing culture. We already have German colonization very formatted in beer, Austrians, besides Italians, this all comes from the city's identity natural clear association to the valley of beer. (E3)

As for local development, Interviewee 1 reinforces those actions directly related to brewing initiatives, which can be identified from the generation of direct jobs, are prominent examples of regional development.

The proportion of jobs generated in micro-breweries is much higher than in a large brewery. In micro-breweries, these jobs are generated in a decentralized way. You have a brewery in Santo Amaro da Imperatriz, in a small brewery, you have five to seven positions, a brewery in Rancho Queimado, which is a small town, you have more than 5 to 7 jobs, in Águas Mornas, plus 5 to 7 positions, so in a very shallow and straightforward way the generation of jobs is one of the examples that we can observe because you have many more jobs generated and in small municipalities, outside indirect jobs and tax generation and everything else that encompasses this type of business. (E1)

As Vitte 2006 points out, the local development management process can be differentiated and discussed through the analysis of development actions and strategies implemented by various agents, especially the state, allowing to evaluate their socio-economic results and observe how the materialization of these strategies occurs in the space (or in the built environment), which result in changes in the content and meaning of this space. For interviewee 3, the valley region is already a reference because it has the national capital of beer, where craft beer is an icon of local culture.

The main Brazilian Oktoberfest takes place once a year, and the Sommerfest in January, with natural beauties and shopping tourism, in the textile industry. Still, the brewing industry is the product of the whole year, so the entire region understands that breweries must be reliable and qualified, medaled with world-class products, what we have today manufactured here in the Beer Valley compete and win medals worldwide, beat in many countries, is in the ranking, this is relatively new, s this new movement is always strengthening. We are the product of the year and for the whole year. (E3)

Interviewee 5 was not able to observe clear signs of actions that point to local development. *"It is noticed that many people already comment on the brewing path, increasing interest, but it is not yet fully consolidated."*

Interviewee 2 explains that tourism is an economic segment that can transform extraordinarily and intensely any community, any destination with the tourist attraction.

Let us think about the part of urban planning. Only urban furniture already must transform into a tourist city. I have a city that changes urbanely to receive the tourist, the level of transformation will lead this city to evolve from the point of view of urban planning and urban furniture of logistics and happiness in the town, so beer tourism specifically, it is a product that helps to transform the city into a better thing, helps to generate jobs, for sure by the volume that it will create the average and long term people coming to do the script, will develop employment inside the breweries and outside the brewery, around the entire hand, from hospitality, gastronomy taxi, pharmacy. (E2)

Thus, it is possible to affirm that the implementation of a tourist itinerary tends to attract a positive local impact; if those caught sustainably, with control and involving all stakeholders', needs it is possible to envision positive possibilities. Further developing the product and improving the quality of life also of the community involved.

As for the state's participation, public policies, which help develop routes, are still "timid." Interviewee 5 points out that they have support from Sebrae, Metropolitan Ampe, and the State Tourism Secretariat, along with the Brewer's Union of Greater Florianópolis.

Without mentioning a policy defined by the government, whether from any municipality, state, or federal. In addition to the *Santa Catarina Destino Cervejeiro do Brasil* project, interviewee 1 states that he does not know public policy initiatives that meet the sector's needs.

I do not know in Brazil any efficient public policy for the creation of a tourist product. Our experience with the Beer Way is to do this with the private sector. However, very few companies in the state of Santa Catarina are interested in tare his type of investment. You do not have local operators the know-how of creating tourist products, especially beer tourism. So that is a weak ready, and we consider it a threat, including. Sebrae has been working on routes and itineraries, with methodologies, we have also been suggesting modifications for Sebrae in its methods of creating products and routes. (E1)

Gomes (2014, p.27) presents a position on the format of attracting investments for a given territory that needs to captivate a category of people and business "it is necessary to define the marketing strategy to achieve its objectives carefully. It is interesting to distinguish three target market groups from one place: those that are interested in attracting, those that are acceptable, and those that are undesirable."

In interviewee 3, some initiatives by government agents help the day-to-day of the brewing entrepreneur.

There is already legislation but does not meet the majority; there is a provision of the government, I see this in Blumenau, to contribute and facilitate the life of craft beers, both in the implementation and operation, here has a law that allows craft breweries to throw their waste in the treated sewage line. Still, not the whole city has treated sewage; instead, stead a predisposition of the public power is always encouraging, organizing events, lowering costs, and listening to the breweries. (E3)

Gomes (2014, p. 25) also points out that territories are increasingly developing strategies to attract individual differentials. "Currently territories compete for resources, investments, export markets, business and industry, investment, residents and workers." The strategies adopted to promote routes are diversified. For interviewee 3, the paths found to vary from company to company, *"each has a strategy, basically starts with a beer and a quality draft beer, work an affordable price, hence the strategy of each, some use styles, is relative."* When comparing correlated territorial marketing initiatives, it is possible to identify different views on the subject. For the interviewee1:

Within this beer tourism project, we may see things in a different dent to me. You have in SC about 6 million tourists who visit the state every year. If 50% of tourists take or take home, on average, a craft beer, you are talking about selling another 4 million craft beers, per year, in SC, so naturally, when we connect micro-breweries with touristic events - where Florianópolis, for example, receives countless events of one thousand, five thousand, even more per year - this connection become fundamental for you to increase the sale of these breweries, and it is undoubtedly another excellent business opportunity. Similarly, the opposite, you can use as an attraction to attract an event this brewing culture that

exists here in the region, so when the convention bureau seeks to attract an event to an area, it must take a material with the attractions and in that Santa Catarina has the DNA of beer, which is a differential, which I venture to say that no other state has. After all, which other state has the largest Oktoberfest in Brazil, which state has the national capital of beer, which the state has the only Brazilian beer style cataloged worldwide (Catharina Sour). So, Santa Catarina is a brewery destination in Brazil, by its DNA, and this can be an attraction in capturing events to develop the regions. (E1)

For interviewee 3, the main aspects of being increased for the growth of routes are tourist signage, promotion of more brewing events, and expanded laws that reduce the burden of taxes on local breweries. Interviewee 2, complete with the possibilities of correlating some attractions that could complement themselves as attractions to beer tourism:

Some tourist routes are icons like the Baleia Franca route in the south of the state; others have a theme of exploring nature, which is the case of Bonito-MS. This product (the beer route) is explicitly an icon is an icon of the culture of Santa Catarina; from the point of view of marketing, we can use these products of experiences on top of the icons of the destinations and transform the vision of what can be done in each destination from these icons. These products serve as icons in other situations, such as the Unipraias park (at Balneario Camboriu city) that is not the icon of the city, the icon of the town is to be an urban beach. Still, it has a product of very cool fun, there are several types of tourist products, ours is an iconographic product, so if we think about how we will use specific marketing strategies have to evaluate each product, ours is a product that is an icon, which is represented in our culture, and now is to turn that icon into an object of desire for people to come here. (E2)

Thus, in the results, the present work brought literature and notes about territorial marketing and local development, focusing on the production commercialization of craft beer for two initiatives in the Brazilian state of Santa Catarina.

4. CONCLUSION

The subject of territorial marketing actions to develop a given location must be more discussed, especially in a context of globalization of brands and forms of consumption, with increasing competitiveness between territories to attract new ventures. It is reiterated that territorial marketing practice can prove to be a useful tool for territories to assert themselves in line with sustainable local development.

Within the perceptions observed during the development of this research, it is possible to highlight that the initiatives of beer and brewery routes are structured among themselves, already have informative material, and participate in brewing events to promote the brands that are part of the conglomerates. However, it was observed that they still need articulation and investment in more robust marketing strategies. The product (route) exists, but it is impossible to buy tour packages easily. It is necessary external contact with the tourism agency that articulates the tour.

When asked about the possibility of consuming the script, the breweries themselves instruct the customer to choose the breweries that he/she has an interest in and circulate between them. This denotes a lack of market preparation to deal with a potential audience that seeks experience allied to brewing culture consumption.

The *websites* of the initiatives do not bring the option to purchase the product they promote. The promotion happens statically, just citing that brewery companies are organized on a route, but there is no information on consuming or buying. Routes are expected to have an organization of business possibilities minimally. In the case of the *Caminho Cervejeiro* initiative, the area that deals with the organization's institutional brings the Brewing Union's information that is the entity of articulation and not of the route *per se*.

Thus, it is noticeable that the branch needs professionalization and attention to more consistent marketing planning and preparation. Several business opportunities emerge around the subject, either in the tourist support network, directly on the routes, or even businesses related to production and brewing culture.

Another fundamental aspect being mentioned is concerning policies to encourage the formation of routes. The joining of several businesses around a public of common interest attracts many people, generating revenue, jobs, and consecutively developing to a given location. Within the regions studied, the subject already has sufficient relevance to be discussed by business associations, legislative and executive bodies at the municipal and state levels, seeking to ratify the service and title of Santa Catarina with one of the leading beer destinations in Brazil.

The policies to encourage the formation of brewery routes can also be treated as a case for the development of new tourism products for the state that great potential for the development of the strategy with good national and international reputation, climate diversity, and tourist and historical attractions with an aptitude for income generation from tourism.

In addition to the support of public entities, the subject is potentially advantageous for developing large private companies, when associating their brands with causes such as local development has great potential for real approximation with the public when defending real causes that change people's lives and the socio-economic landscape. Local or wide-ranging events involving the theme of the beer culture of Santa Catarina strengthen the image of all breweries and, consequently, the state routes. Moreover, actions such as the inclusion of local products in hotels, restaurants, and places of great tourist circulation, accompanied by a good marketing strategy will give the necessary visibility to present local products to the tourist. It could also expand the possibilities of business from the consumer's desire to buy, once again, a product consumed during a "good time" of a tourist experience.

Furthermore, even though the beer routes, worldwide, are not necessarily linked to the exclusivity of craft beer, it is noticeable the market power of this segment for the object of study, in addition to the potential to expand the strategies related to the manufacture and commercialization of the craft beer segment, which lacks complementary studies that help in the understanding of this context, applied to the Brazilian reality and expansion of the Santa Catarina market.

Thus, it is suggested to broaden the look of the strategy of formation of brewer's routes to the southern region of Santa Catarina, justifying its importance in the national brewing context. Some brewing companies, located in cities like Lauro Müller, Forquilha and Criciúma have great productive potential and brand appeal also for the quality of the product, in addition to the formatting of the business being structured with factory and *brewpub*.

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Notes

¹ It should be clarified that in this study, the expressions "territory" and "territorial" are used directly related to territorial marketing or places *that*, in turn, distinguish the conception of "territorial development," the latter being one of the methods of considering the forms of action of the State and local actors in the promotion of development policies and combating poverty in Brazil, resulting in the implementation of the so-called "territories of citizenship" (CORREA, 2009).

² Brewpubs: places where beer is produced and marketed/consumed. Although Brazil has not yet established a Law that characterizes the conceptualization of a brewpub, *the* city of Blumenau-SC, through complementary Law n. 1,139, points out that the establishment can be considered a *brewpub* when it produces less than 10,000 liters per month of beer.

³ The manager of the Working Group is the same interviewee responsible for the *Caminho Cervejeiro* initiative.

⁴It should be recorded that the *triple helix* concept, in English, contemplates the relations of the university-industry-government triad. In Brazil, translations and derivations are considered: University, as a University or another Higher Education Institution (HEIs); Industry, such as manufacturing, firms, or companies of another nature, except for HEIs; and Government, as municipal/state/federal government, government or State.

⁵ Beto Carrero World is a theme Park, located in the resort of Penha, north coast of Santa Catarina state.

⁶ "Paneiros", for some a pejorative term and for others a friendly nickname for the homemade producers of craft beer.