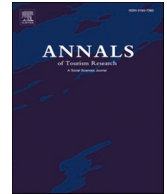




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Inputs and outputs of craft beverage tourism: The Destination Resources Acceleration Framework

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ABSTRACT

Craft beverage tourism is a growing niche in the United States and an attractive strategy for sustainable community development. A new integrated framework analyzes the development of craft beverage tourism by combining two theoretical models: The Community Capitals Framework and Creative Placemaking. The resulting Destination Resources Acceleration Framework was applied in North Carolina (United States). Semi-structured interviews with 30 craft beverage tourism stakeholders revealed creativity and meaning accelerate the generation of the community capitals which support and result from craft beverage tourism. This study contributes to the understanding of the resource inputs a community needs to develop a new economic activity such as craft beverage tourism, and the resources generated by this form of development.

Introduction

Food tourism is an effective tool for economic development because it is built upon stakeholders whose investments contribute to the economies of destination communities (Everett & Slocum, 2013). It influences travelers' destination selection by highlighting a community's unique qualities (World Tourism Organization, 2017). A sub-segment of food tourism relates to craft beverages including beer, cider, and spirits. Craft beverages are characterized by small-scale production, independent owners/operators, and creative use of traditional ingredients (American Craft Spirits Association, 2019; Brewers Association, 2019). In this context, craft beverage tourism is considered travel to taste or learn about these beverages (e.g., visiting production establishments (e.g., breweries, distilleries), touring routes, and attending food festivals) (Kline et al., 2017).

Craft beverage tourism increases community pride, educates visitors about agriculture and local products, preserves family businesses (Barbieri & Baggett, 2017), enables community network and partnership development (Dunn & Wickham, 2016), and promotes biodiversity conservation (Ellis et al., 2018). Craft beverage tourism preserves traditions and contributes to cultural landscapes due to its adaptation to human changes (González San José, 2017). Collectively, these benefits contribute to the sustainable development of destination communities (Hall et al., 2004).

North Carolina (United States) has become a hub for craft beverage production (Brewers Associations, 2018) partly because alcoholic beverage production and sale regulations have become less restrictive (American Craft Spirits Association, 2018). In Wake County, (North Carolina, US), the number of craft beverage production facilities increased from four in 2006 to about 50 in 2020 (North Carolina Alcohol Beverage Control Commission, 2020). This industry boom triggered the development of craft beverage tourism destinations throughout the state, some already attaining national recognition like Asheville (Strom & Kerstein, 2015).

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The success of craft beverage tourism in North Carolina has prompted Wake County to replicate other regions' successes through private and public initiatives. For instance, the Greater Raleigh Convention and Visitor Business Bureau (Wake County's destination marketing organization) incorporated the promotion of the craft beverage industry into its strategies to encourage extended visitor stay ([Greater Raleigh Convention and Visitors Bureau, 2019b](#)). In recent years, craft beverage producers (breweries, distilleries, and cideries) have emerged in Wake County, many of which offer tourism services (e.g., tours, tastings, events). Considering the current landscape of Wake County's craft beverage industry and its positive impact on tourism, its current strategic development plan seeks to capitalize on tourist's interest in craft beverages to foster sustainable development.

The emerging state of craft beverage tourism in Wake County makes it a suitable context to identify the factors conducive to sustainable community development through craft beverage tourism. The study site serves as an example of how craft beverage tourism can contribute to sustainable community development as stated in the Sustainable Development Goals ([United Nations, 2016](#)). Wake County's craft beverage tourism development addresses Goal 11 by promoting cultural heritage protection through the support of traditional practices, facilitating public access to open areas through the revitalization of parks and downtown areas, and strengthening the links between urban and rural areas by fostering the use of local agricultural ingredients ([United Nations, 2016](#)). This suggests that the development of craft beverage tourism in similar destinations could have similar effects, contributing to global sustainable community development.

The purpose of this study is to identify the resources craft beverage tourism stakeholders consider pivotal for the industry's development and the perceived non-economic benefits resulting from development efforts. Although craft beverage tourism has recently received academic attention, the majority of work has been limited to descriptive studies. An exhaustive examination of craft beverage tourism would strengthen its theoretical foundation. In response to this need, we used qualitative data from 30 semi-structured interviews with craft beverage stakeholders to illustrate how two different, yet complementary, theoretical frameworks explain sustainable community development. Creative Placemaking illuminates the integration of artistic and cultural manifestations in community spaces ([Markusen & Gadwa, 2010](#)) attained through collaborative network development ([Richards & Duif, 2018](#)). The Community Capitals Framework identifies sustainable development sources as seven types of community capitals ([Flora et al., 2018](#)).

The complementary nature of both frameworks seeks to explain community development, which suggests integrating their common elements can promote sustainable community growth. The three main elements of Creative Placemaking (resources, meaning, and creativity) can be adapted to the context of craft beverage tourism. The Community Capitals Framework can help identify the relevance of seven types of craft beverage resources needed for sustainable community development: built (breweries, distilleries), cultural (heritage), financial (funding), human (specialized knowledge), natural (agriculture), political (policies and regulations), and social (stakeholders). The current growth of Wake County's craft beverage tourism industry, and the breadth of stakeholder groups involved (e.g., producers, tourism services), allowed the development of a combined framework to understand the industry's dynamics, its stakeholders' interactions and collaborations, and their role in Wake County's sustainable development. The resultant framework can be replicated in other communities seeking sustainable development through craft beverage tourism.

Literature review

Craft beverage tourism

Craft beverage tourism is becoming a strong tourism segment in the US. According to [Watson \(2018\)](#), 92.7% of craft breweries across the country offered tours on their facilities in 2014, collectively hosting around 10 million visitors. Although most craft beverage tourism research focuses on wine and beer tourism ([Pechlaner et al., 2009](#)), evidence indicates that tourism activities related to other craft beverages are also becoming popular. Destinations featuring craft spirits, such as the Kentucky Bourbon Trail and moonshine in Appalachia, are examples of the segment's diversification ([Kelly et al., 2017](#)). Specialized products, such as craft beverage themed hotels (e.g., Belize's Copal Tree Lodge & Distillery), are also appearing around the world.

The 'craft' element of beverages has drawn researchers' attention, although its extent is still debated. Most commonly, craft beverages are produced at a small scale and by independent owners, meaning, the opposite of mass production ([Smith Maguire et al., 2017](#)). 'Craft' is also associated with authenticity that highlights the beverage's uniqueness and rejects standardized tastes ([Thurnell-Read, 2019](#)). In the US, industry organizations determine the 'craft' nature of a beverage; for instance, the Brewers Association establishes that a craft brewer is small, traditional and independent, which differs from other popular producers of similar craft beverages ([Smith Maguire et al., 2017](#)). Ample evidence indicates that craft beverages catalyze urban revitalization. Venues where craft beverages are served are perceived as 'community fixers' because they create direct economic benefits (e.g., increasing real estate value) and non-economic benefits by providing traditional spaces where locals gather ([Hubbard, 2019](#); [Ocejo, 2014](#)). In doing so, craft beverage producers develop a subculture that leverages notions of authenticity, localism, and tradition to appeal to the public ([Hubbard, 2019](#); [Ikäheimo, 2020](#)). The opportunity to target members of the craft beverage subculture suggests that craft beverage tourism could be used by destinations to pivot away from mass tourism development strategies ([Ikäheimo, 2020](#)).

The extant literature has expanded the understanding of craft beverage tourism using different perspectives, such as marketing and management. According to [Spracklen \(2011\)](#), visitors to distilleries seek authenticity by engaging with small local businesses. As such, whiskey producers, especially large-scale companies, offering tourism services often rebrand themselves to appear less commodified and more local ([Spracklen, 2011](#)). Evidence also indicates that craft beverage tourism destination marketing strategies should integrate different activities, like tours and festivals or multiple producers through routes or trails ([Xu et al., 2016](#)), to increase their tourism appeal. From a management perspective, [Martin and McBoyle \(2006\)](#) emphasize building partnerships between public and private sectors to strengthen the craft beverage tourism destination's competitive standing and resilience.

Despite the scholarly efforts related to craft beverage tourism providers and consumers, little is known about the role of other stakeholders in craft beverage tourism. More problematic is the lack of studies integrating craft beverage sub-segments to identify areas needing improvement (e.g., managerial practices, marketing reach) that orchestrated efforts across stakeholders could overcome (Kline et al., 2017). Furthermore, previous studies have not fully utilized theoretical frameworks to enhance knowledge of craft beverage tourism. Therefore, this study sought to develop an integrated framework to analyze the craft beverage tourism development by encompassing all its sub-segments (e.g., beer, spirits).

The Community Capitals Framework

The Community Capitals Framework identifies seven types of community resources that can enable or constrain sustainable development (Flora et al., 2018). Built capital is composed of the infrastructure supporting community development, such as built structures, water, or power (Kline et al., 2018). Cultural capital comprises the mix of tangible (e.g., artifacts) and intangible (e.g., folklore) community heritage resources (Zahra & McGehee, 2013). Financial capital refers to the economic resources to be invested in other capitals (Emery & Flora, 2006), such as increasing technical capacity. Human capital includes community members' skills and abilities (Dougherty et al., 2013). Natural capital is made of natural resources such as landscapes, geological formations, and water bodies (Kline, 2017). Political capital relates to the creation and enforcement of policies and regulations (Bennett et al., 2012). Social capital comprises the connections and collaborations based on trust and reciprocity (Zahra & McGehee, 2013).

The Community Capitals Framework allows community members to identify issues limiting development, and emphasizes the interdependency between the capitals which translates into two effects: (1) spiraling up when an increase in one of the capitals increases others, and (2) spiraling down when a decrease in one of the capitals threatens the others (Emery & Flora, 2006; Kline, 2017). The spiraling phenomenon is explained by the "interdependence, interaction and synergy among the capitals" (Stone & Nyaupane, 2018, p. 311) and its study sheds light on the catalysts prompting community development in different tourism contexts, namely related to food (Dougherty et al., 2013), ecotourism and wildlife (Duffy et al., 2017), community-based (Kline et al., 2018), and heritage (Kline, 2017). A deeper analysis of the Community Capitals Framework is needed in the context of craft beverage tourism to better understand its contribution to community development. Most of the existing studies have identified social capital as the stepping stone and greatest influencer in the development of other community capitals (Zahra & McGehee, 2013). Yet, further investigation is needed to comprehend other capitals, particularly financial, built, and political, capacity to serve as springboards for sustainable tourism development (Soulard et al., 2018).

For example, concerning cultural capital, Barbieri and Baggett (2017) concluded that the distilling tradition in Appalachia (a geo-cultural region in Eastern US) is a major resource for moonshine tourism development. Political capital is a key determinant of the development and growth of craft beverage tourism as Barbieri and Baggett (2017) note, in 2015 a bill allowing the on-site sale of spirits for off-site consumption boosted moonshine tourism in North Carolina. In terms of social capital, the relationships between producers (e.g., brewers, distillers), associations (e.g., craft brewers guild, distiller's association), and tourism services (e.g., beer trails, tasting tours), are also key to craft beverage tourism's success (Cavaliere, 2017).

Literature has provided indirect evidence of the remaining capitals in craft beverage tourism development. Breweries and distilleries catering to the public (e.g., tasting rooms, tours) appear to be the required built capital for tourism. Yet, the attributes (e.g., size, décor) follow the owners' desires ignoring their potential impact on economic development (Murray & Kline, 2015). Although popular publications on entrepreneurship have discussed the limited availability of financial capital for craft beverage operations, scientific inquiry is overdue. Human capital, like customer service, is key for successful tourism endeavors. For instance, staff friendliness has a great impact on customer satisfaction in beer festivals, as Harrington et al. (2017) found in their study of Germany's Oktoberfest. In the case of natural capital, agricultural inputs can determine the quality of the product (e.g., water for beer), but more thorough scrutiny is needed. Collectively, the influence of these capitals on craft beverage tourism development has only limited documentation.

The Community Capitals Framework was deemed suitable for this study because it was developed with the understanding of community as a shared sense of place and one which provides a physical place for members to interact (Flora et al., 2018). Hence, its focus on existing capitals and their investment to attain sustainable development aligns with craft beverage tourism's ability to foster community development. While many studies suggest the importance of the spiraling up effect in community development, to the extent of the authors' knowledge there is limited evidence of the factors that initiate and sustain this effect in craft beverage tourism. This lack of knowledge limits the ability to implement strategies to harness the spiraling up effect and achieve sustainable development. This limitation of the Community Capitals Framework reveals the need to integrate new constructs to explain how the spiraling up effect can be maximized.

Creative Placemaking

Creative Placemaking fosters sustainable community development by integrating artistic and cultural activities in community spaces (Markusen & Gadwa, 2010). Such integration maximizes the use of available physical spaces and facilitates community member engagement (Kelkar & Spinelli, 2016). This framework promotes self-evaluation of a community and its assets, which allows identification of possible lines of action (Markusen & Gadwa, 2010). Additionally, it emphasizes stakeholder collaboration to develop synergies within a community's stakeholder network (Kelkar & Spinelli, 2016).

Richards and Duif (2018) state that Creative Placemaking is built upon three elements: resources (tangible and intangible), meanings, and creativity. The assumption is a larger space will have a greater amount of tangible resources, putting smaller

communities at a disadvantage. Hence, incorporating intangible resources in the framework compensates for limited tangible resources and makes Creative Placemaking suitable for all communities. Meanings are the abstract representation of space (e.g., home, work) along with personal ties (e.g., identity, ownership). Creative Placemaking challenges existing place meanings to be friendlier for residents and more welcoming for visitors. Creativity brings together resources and meanings by creating assets of great symbolic value and links to other places, all of which increase place attractiveness.

The National Endowment for the Arts developed Creative Placemaking (Markusen & Gadwa, 2010) to use the arts for promoting community revitalization through economic development (Richards, 2020). The concept of Creative Placemaking is in constant improvement and evolution through the input of stakeholders. Such input limits outside interests from prevailing in decision making regarding investment and use of community capitals (Wilson, 2015). The infancy of the Creative Placemaking makes its conceptualization and possible outcomes broad and flexible, which have created both an incentive and deterrent for its adoption. Its broadness and flexibility have encouraged stakeholders in different communities to embrace the framework while raising skepticism among policymakers because of assessment difficulties (Richards, 2020).

The Creative Placemaking conceptualization has resulted in the oversimplification of its value because efforts have failed to identify the resources underpinning sustainable development. For instance, Morley and Winkler (2014) concluded that the National Endowment for the Arts failed to capture the outcomes of the Creative Placemaking framework when employing public demographic data, as these lack the necessary specificity to assess program success within a community. As such, there is a need to develop measurable indicators that enable the examination of the relationship among Creative Placemaking's elements, and which synergies affect different dimensions within a community (e.g., social, economic). The development and use of measurable indicators will enable the prioritization of areas requiring greater investments, while the examination of their relationship will provide a holistic view of community development efforts.

To address the aforementioned limitation, we conceptualize the tangible and intangible resources of Creative Placemaking through the seven types of capitals which comprise the Community Capitals Framework. In doing so, the roles of meaning and creativity that Creative Placemaking distinguishes are incorporated to explain how different capitals impact community development. In other words, we posit that the combined frameworks provide an advanced lens that can determine the extent to which meaning and creativity initiate the spiraling up effect of community capitals. Outcomes of this combined theoretical lens present the opportunity to advance both frameworks, which can foster community development.

Study methods

Setting

This study took place in Wake County which has a population of around one million (U.S. Census Bureau, 2017) and includes twelve municipalities. Tourism is one of the county's largest economic drivers, attracting primarily domestic visitors (Greater Raleigh Convention and Visitors Bureau, 2019a). In 2017, Wake County received over sixteen million visitors who generated \$2.5 billion in direct spending (Jones Lang LaSalle, 2018), most of which is spent in food and beverages (26.6%). As of November 2018, Wake County housed 51 craft beverage producers including breweries, wineries, distilleries, and cideries (Table 1), most offering tourism services such as tastings and tours are part of craft beverage routes.

The development and success of craft beverage tourism products in Wake County is supported by six stakeholder groups. Associations seek to promote North Carolina's craft beverages and producers' and retailers' interests. There are seven associations in Wake County's craft beverage industry. Most have statewide reach such as the North Carolina Craft Brewer's Guild. Tourism service providers facilitate visits to breweries and distilleries. The four companies operating in Wake County offer production facilities tours and tastings. Event organizers are represented in eight different entities (e.g., local associations, local businesses) hosting craft beverage events in Wake County that attract locals and out of state visitors. Information curators compile information about the craft beverage industry and make it available to stakeholders and the public, promoting the industry and making it more accessible. Four information curators operate within Wake County, grouped in two categories: formal curators (which are managed and funded by local governments) and informal (which are initiatives derived from community members' personal interests). Retail businesses are establishments selling craft beverages such as bars and bottle shops. Wake County has 48 bottle shops that sell craft beer and wine and 24 Alcohol Beverage Control stores where craft distilled liquors can be found. And business support organizations provide management, marketing, financial planning, and legal counseling support to small businesses. This category includes the Chambers of Commerce from all 12 municipalities and education programs in local community colleges. Although visitors are an important stakeholder group, they were

Table 1
Craft beverage producers in Wake County by municipality.

	Apex	Cary	Fuquay-Varina	Holly Springs	Knightdale	Morrisville	Raleigh	Wake Forest	Wendell	Total
Breweries	2	3	5	2	1		25	1		39
Cider works						1				1
Distilleries			1		1		5		1	8
Wineries	1	1	1							3
Total	3	4	7	2	2	1	30	1	1	51

Note: As of November 2018.

excluded from this study because they lack the knowledge of the local assets needed for the development of craft beverage tourism.

Epistemological approach

This study followed an interpretivist approach that allowed the understanding of craft beverage tourism through the collective perspective of the researchers and the participants (Phillimore & Goodson, 2004). An interpretivist approach posits that understanding the context in which data is gathered is pivotal for its interpretation (Willis, 2007). For those utilizing this approach, reality is socially constructed and therefore a deep understanding of participants' relationships with their environment and their role in it is necessary (Thanh & Thanh, 2015). This understanding relies on the incorporation of multiple perspectives and a flexible data gathering method (Willis, 2007). Our use of a semi-structured interview guide, which allowed researchers to ask probing questions to gain a deeper understanding of the context, and the inclusion of a diverse variety of craft beverage stakeholders align with an interpretivist approach. This approach is relevant as it promotes use of in-depth interviews, which we used to incorporate stakeholder groups' personal experiences and opinions regarding the advantages and challenges of craft beverage tourism development. Furthermore, the use of interpretivism allowed the researchers to synthesize and incorporate two paradigms—Community Capitals Framework and Creative Placemaking—into a new context.

The primary researcher's unfamiliarity with the craft beverage tourism industry and the geographic context in which it operates created some challenges. These challenges included not understanding industry-specific vernacular and holding limited knowledge of state craft beverage policies. However, it also presented the advantage of providing an objective interpretation of findings as there were limited personal stakes in the topic of study (Chenail, 2011). The primary researcher does have an educators' perspective on tourism product development and experience with and knowledge of food tourism development in a different country. This broad understanding provided researchers with a foundation for the development of the study. Moreover, the remaining members of the research team possess extensive experience in food tourism, craft beverage tourism, and tourism product development. Their familiarity with the Wake County craft beverage context provided a needed perspective to the study.

Data collection

The study sample included Wake County's craft beverage tourism stakeholders: producers, associations, tourism service providers, event organizers, information curators, retail businesses, and business support organizations. We purposefully created these stakeholder categories to capture diverse perspectives on Wake County's craft beverage tourism industry. Including different stakeholders generated a comprehensive knowledge of the resources needed for the development of craft beverage tourism products and the industry's non-economic benefits. Purposive and snowball sampling techniques were applied. For the former, potential study participants were identified by reviewing public databases of the selected stakeholder groups. An effort was made to select potential participants from every stakeholder group in each municipality to maximize the perspectives included in the study. For snowball sampling, participants were asked to identify other relevant stakeholders, which expanded the sample (Jupp, 2006). The selected potential participants, 69 in total, were sent an email invitation, stating the purpose of the study and requesting a meeting if they were interested in participating in the study. Data saturation was achieved with 30 interviewees when concepts within the data started to be repeated by participants. At that point, data collection was concluded.

The study utilized semi-structured in-depth interviews. The interview protocol was developed from the existing literature related to craft beverage tourism, Community Capitals Framework, and Creative Placemaking and was organized into three sections. The craft beverage industry section inquired about participants' backgrounds, their roles, partners and challenges. The tourism connection section inquired about their role in the tourism industry and tourism's impact on their operations. The inputs and outputs section inquired about the necessary resources for their operations and their contributions to the community. The interview protocol included specific prompts for each stakeholder group to accommodate the sample's diversity. Interviews averaged 1 h in length and were conducted based on the participants' preference (i.e., over the phone or in-person) and availability. They were audio-recorded and transcribed verbatim by an online transcription service. Out of the 30 participating stakeholders, 18 were interviewed individually and six in pairs between October and December of 2018 (Table 2). Because there are a limited number of each of these stakeholders in Wake County, we are identifying the participants using their stakeholder category (e.g., Producer 1). This identifier serves to distinguish different perspectives across stakeholder groups, as we chose these groups purposefully to generate a diverse representation of the craft beverage tourism industry.

Table 2
Study participants and interviews per stakeholder group.

	Number of participants	Number of individual interviews	Number of paired interviews
Associations	4	4	0
Business support organizations	3	1	1
Event organizers	2	2	0
Information curators	2	2	0
Producers	10	6	2
Retail businesses	5	3	1
Tourism service providers	4	0	2
Total	30	18	6

Several criteria were followed to ensure data trustworthiness: credibility, transferability, dependability, and confirmability (Morse, 2015). Credibility was attained through peer debriefing with team members who did not participate in data collection. This allowed the identification of research biases, errors in data, and ambiguous interpretations (Korstjens & Moser, 2017). Transferability was addressed through purposive sampling of various categories of craft beverage stakeholders in Wake County. This technique allowed the identification of common themes that transferred across craft beverage tourism stakeholder groups. The researcher triangulation technique was used to enhance the dependability of the findings (DeCrap, 2004). This required all research team members participating in data collection and analysis to follow the same protocol, which was developed and documented before data collection. Performing an audit trail, by keeping a record of the protocol, procedures undertaken, and other evidence of the study application process accounted for confirmability (Nowell et al., 2017).

Data analysis

The research team utilized NVivo 12 for thematic analysis, starting with open coding, which we performed manually to ensure our full engagement with the data and a deep understanding of its emergent themes. This first stage of analysis allowed meanings, concepts, and categories to emerge from the data and provided the basis for axial coding (Corbin & Strauss, 2015). The second stage of data analysis, axial coding, was used to organize open codes according to the conceptualization of the Community Capitals Framework and Creative Placemaking provided in the literature review (Corbin & Strauss, 2015). The resulting coding structure (Table 3) was shared with the research team through a peer debriefing technique. Both stages of coding applied a constant comparison method and by doing so researchers were able to integrate or discard categories and uncover new relationships among them (Dye et al., 2000). These two rounds of analysis allowed for the identification of similarities between Community Capitals Framework and Creative Placemaking, and for the development of an integrated framework that aided in assessing the potential impacts of craft beverage tourism.

Findings

Thematic analysis and axial coding yielded seven types of community capitals invested in craft beverage tourism development. Six of them were identified as inputs and outputs of craft beverage tourism (built, cultural, financial, human, social, and political), while natural capital was only identified as an input. Findings also provided evidence of the spiraling up effect taking place when meaning and creativity—elements of Creative Placemaking—accelerated the growth of community capitals (Fig. 1). In other words, we found that the presence of any of the capitals on its own did not foster the development of craft beverage tourism. Rather, the spiraling up effect occurred when stakeholders paired the community capitals with meaning and creativity.

Furthermore, we found that natural, human, and built capitals are the necessary foundation for the development of the craft beverage industry (capitals' first level). Once meaning and creativity accelerate these foundational elements, they prompt the development of cultural and social capitals (capitals' second level). The acceleration of the second level capitals propels financial and political capitals (capitals' third level). Thus, the development of community capitals in the spiral is accumulative and progressive, working through different levels when Creative Placemaking comes into play. The relationships between capitals, meaning and creativity that emerged throughout the thematic analysis revealed that the Community Capitals Framework and Creative Placemaking are complementary. Both are needed to trigger and accelerate the impact of capitals on community development. Collectively, the relationships between these elements can be conceptualized using the Destination Resources Acceleration Framework (Fig. 1).

Table 3
Examples of coding structure for Community Capitals Framework developed in data analysis.

Axial codes	Open codes
Natural capital	Growing agricultural products Using local ingredients
Built capital	Access to real state Potential for growth
Human capital	Serious leisure Increasing business acumen
Cultural capital	Sharing craft beverage culture Authentic experiences
Social capital	Creating space for collaboration Giving back to the community
Financial capital	Supporting growth of new businesses Making profits
Political capital	Facilitating industry growth Advocating for the craft beverage industry

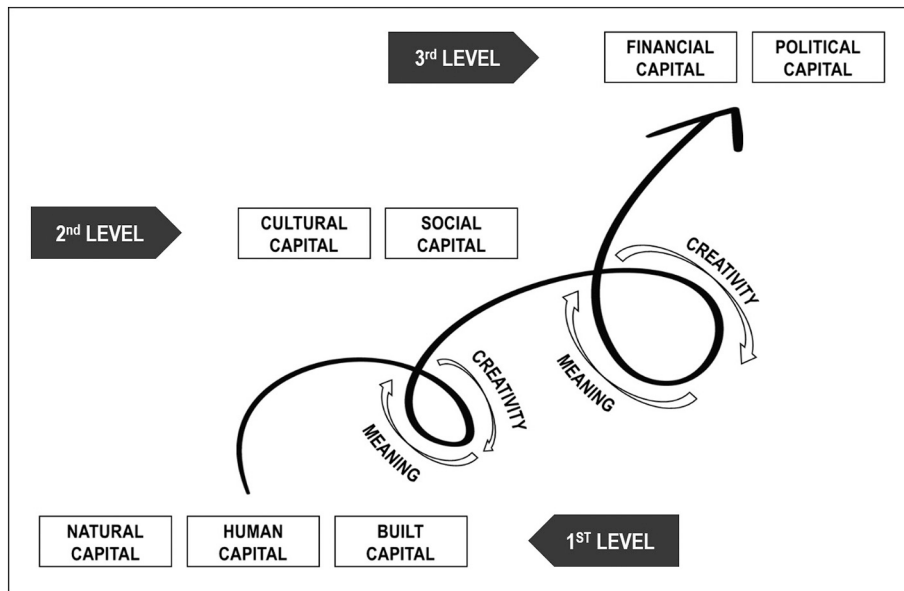


Fig. 1. Destination Resources Acceleration Framework.

Capitals' first level: natural, human and built inputs

The influence of Creative Placemaking in the acceleration of *natural capital* is evident in the purposeful emphasis stakeholders put on using local agricultural products in craft beverage production and branding them as locally produced. The place of origin has great meaning for both producers and consumers, which when combined with craft beverage producers' creativity results in the creation of unique craft beverage tourism experiences. For example, a retail space (Retail 3) which only sells craft beverages made in North Carolina describes how the state's agricultural resources inspired the creation of their operation, "We're an agricultural state, and we want to represent that, so that became our craft cocktail list." This sentiment was reflected by craft beverage producers as well, who relied upon the state's agricultural products (e.g., fruit, hops) to make their products unique in a global market space. A representative from Association 3 described the potential for craft beverage producers to use local products to create additional benefits in other economic sectors: "Let's get people excited about supporting local craft made products that support the local economy, both directly with the people who make it, as well as indirectly with the people who supply the raw materials that go into making those products."

The pursuit of knowledge through constant training to improve *human capital* was vital to support the region's craft beverage industry and craft beverage tourism. Producers rely on their staff to know how to create a quality product; likewise, retail businesses rely on staff members to share their craft beverage knowledge with customers. Producer 4 articulated: "The more I learn about beer, the more comfortable I felt talking to people about it when they ask questions... which is how I ended up starting the education program for the staff." Thus, the staff's ability to apply and share their specialized knowledge makes their role in the craft beverage industry more meaningful to them and encourages greater engagement. This way, community members are motivated to get involved in the industry and become a valuable asset for craft beverage tourism stakeholders.

Another way that Creative Placemaking's influence on *human capital* becomes evident is how craft beverage enthusiasts turn their hobbies into their livelihood. Leisure activities, like home brewing, progress over time as homebrewers become more creative. Their expertise increases their potential and desire to become craft beverage producers: "Homebrewers cannot wait to tell you about the beer that they made... They were dreaming of opening their own bar someday" (Producer 1). Homebrewing gives them the freedom to be creative in developing unique blends that diversify the products available to the public, as Producer 8 exemplified: "As far as our own beers go, we've released a wheat, a blueberry wheat, a brown... we'll have three to five taps where we can change up the styles." That is, homebrewing gives producers creative license to incorporate non-traditional ingredients (e.g., blueberries, chocolate) or processes (e.g., fermentation blends) that are later carried into craft beverage production operations.

Much of the existing *built capital* (e.g., taprooms, beer gardens) supporting the craft beverage industry in Wake County has reached carrying capacity, which is problematic given the growth of the county population. As craft beverage businesses become meaningful for the community (e.g., gathering spaces), they can expand their concepts and brands in creative ways. For instance, some saw the potential of spaces that would traditionally be considered unappealing and not conducive to successful businesses, as Producer 5 indicated: "We found properties in parts of town where no one was there. It was a ghost town... We moved into areas where there [wasn't] anybody. We built the businesses. People just started flocking there." The added value of built capital usually comes from the uniqueness of its heritage components. Yet, study findings provide evidence that Creative Placemaking also adds value to the *built capital* by fostering the creative making of spaces that are more appealing for tourists and locals. Furthermore, these spaces increase their meaning through the social interactions that take place within them.

Capitals' second level: cultural and social inputs and outputs

The acceleration of natural, human, and built capitals in the first level of the spiral serves as input for social and cultural capital growth. The use of local agricultural products, the presence of community members who know and share craft beverage culture, and the existence of community spaces contribute to the development and strengthening of social (e.g., links between stakeholders) and cultural (e.g., unique craft beer culture) capital outputs. Creative Placemaking also influences the capital inputs in the second level. This is evident in the development of meaningful relationships through *social capital*, such as partnerships and collaborations between established stakeholders and newcomers, which facilitate the industry's long-term growth. Information Curator 2 shared: "There is a huge support with local and state governments that has created a thriving business for small entrepreneurs." Craft beverage associations often channel this support and act as liaisons, which strengthens the existing network as a representative of Association 2 explained: "We have a relationship with SBTDC (Small Business and Technology Development Center) where they will provide free business counseling to small businesses. Everyone reports that that resource has been invaluable."

The emphasis given to the social aspect of the industry represents one of the most notable attributes of the craft beverage industry and provides further evidence of Creative Placemaking's influence in the development of social capital. Stakeholders have a clear understanding that collaborating benefits the whole community. The development of meaningful relationships among craft beverage tourism stakeholders allows them to see newcomers as partners and assets that could potentially increase the appeal of their community as a craft beverage tourism destination. The creative nature of the industry plays a role in the production of craft beverages and in the social network of the industry, which ultimately contributes to the community's welfare and sustainable development, as a representative of Business Support Organization 3 stated: "It's a very artistic community, which is why I think you see so much collaboration between brewers. They're obviously in competition with each other, but they want to see each other succeed as well."

Business support organizations such as higher education institutions act as intermediaries between stakeholders. Their efforts strengthen and expand the craft beverage industry network: "If you have a job applicant, and you don't necessarily know that person, I can put you in contact with the brewer that worked with them." (Business support organization 3). The existing networks facilitate the connection between producers and community members that otherwise would not exist. Such connections benefit producers or retail business owners who can incorporate skilled individuals in their staff. Likewise, institutes of higher education can place students in careers in the craft beverage industry. As such, findings indicate that *human capital* is necessary for *social capital* to grow and develop within a community.

Creative Placemaking's influence in *cultural capital* is apparent in the hyperlocal focus that many craft beverage producers adopted, which means they make the effort of keeping their operations, supplies, and customers within the geographical limits of the county. The application of this strategy stresses the close relationship between *natural capital* and *cultural capital*, which was particularly notable in how producers develop relationships with their suppliers of agricultural products or equipment.

"I think it feeds all into the whole local movement. Everything uber local, as local as you can get it. It's almost where craft beer is going – away from being regional, cans, and a big, multi-state footprint, so like a local brewery that sells all their beer over the bar and is really entrenched in the local community." (Producer 6)

Community pride fueled efforts to keep business operations local. Craft beverage producers search for creative ways to share their culture. In doing so, craft beverage stakeholders focus their efforts on a geographical space (e.g., neighborhoods) which allows Wake County to showcase the craft component of their beverages and visitors to have authentic experiences. Craft beverage producers use their hyperlocal focus to increase the value of the experiences they offer, as Producer 5 conveyed: "They want to listen to a story. If you tell people stories, you can engage them. That's how you pull them in. Reeling them in with a genuine story and a genuine product. That's how you succeed." Since authenticity can be challenging to transmit, craft beverage tourism stakeholders rely on their creativity to convey it through physical features (e.g., repurposed buildings) or by developing a narrative focused on the cultural meaning of the craft beverage industry's spaces and products. Thus, *built capital*—as an input—is also pivotal for the development of *cultural capital*—as an output—given that the existent infrastructure provides physical evidence of the community's cultural heritage and facilitates passing such meaning onto residents and tourists.

Capitals' third level: financial and political outputs

The resulting *social* and *cultural capitals* in the second level, strengthened by Creative Placemaking's creativity and meaning, prompt the growth of *financial* and *political capitals*. Overall, robust stakeholder networks resulting from strong local craft beverage culture provide the necessary support for advocacy efforts that facilitate greater economic benefits for stakeholders. In the case of *financial capital*, creativity has aided stakeholders in growing their businesses while maintaining their local and craft features. Doing so allows producers to continue catering to the craft beverage tourism segment while keeping up with current trends. This growth translated into opening multiple locations or creating ancillary businesses (e.g., restaurants, bottle shops). Producer 5 explained: "We have the tap house for retail beer, then we opened the barbecue restaurant. From there we opened a bottle shop." Other stakeholders have diversified their business endeavors within the industry. Some started as regular bars or restaurants, and then decided to specialize in offering or producing craft beverages, or started as producers of a specific type of craft beverage and then expanded to the production of others.

Craft beverage tourism represents a profit-making segment for the craft beverage industry because it diversifies and increases revenues, as a representative of Association 5 explains:

“It breaks down how the finances of the industry are structured and tourism is a huge portion... Wine tourism in 2016 was three-and-a-half times the actual wine sales. 10-and-a-half times restaurant retail sales. Tourism is clearly the driver, not just flat sales.”

Despite the economic potential of craft beverage tourism, craft beverage stakeholders also recognize that the industry growth is slow because it demands large investments: “The growth is occurring, but it’s slow. It’s very much a cash-generating business, but it’s not a growth business” (Producer 2). Yet, the establishment and success of craft beverage related businesses stimulates the creation of new businesses in the community because it makes the destination more attractive for entrepreneurs, as Producer 4 shared: “In a little strip where there were a movie theater and a Chinese restaurant down the street. There’s a little brewpub, and that’s about it. Then [producer] opened up and everybody came.” In short, this economic growth fosters the development of all other capitals, which translates into the creation of similar businesses (e.g., breweries opening up next to each other) or businesses that complement the existing ones (e.g., restaurants opening near distilleries).

Lastly, the growth of the craft beverage industry spiraled the development of *political capital* by motivating stakeholders to demand changes in alcohol production and distribution policies that were inhibiting their growth. In turn, the removal of these limitations facilitated the entrance of new stakeholders in the industry and strengthened the existing ones. A representative from Association 2 expressed:

“That type of [advocacy] work has enabled breweries and brewpubs now to open, to start serving at 10:00 AM on Sunday, which is pretty critical when you think about the limited amount of time that a visitor has to experience whatever attraction there is while they’re in an area. That gives you two or three more hours of potential business coming in.”

Beyond the extension of operating hours, changes in policy that expand the ability of craft beverage related companies to operate and grow also facilitate the further development of *natural, built, and human capital*. This restarts the spiraling up process through a feedback loop.

Discussion

Although the spiraling up phenomenon has been identified in the literature (Stone & Nyaupane, 2018), this study pioneers determining: 1) the specific role of each community capital in such spiraling up effect; and 2) how creativity and meaning (Creative Placemaking) facilitate this process. Doing so provides direction for communities seeking to implement strategic decision making and resource allocation to develop craft beverage tourism. For example, the foundational role of natural, human, and built capitals indicates their development should be prioritized to stimulate the spiraling up process. Likewise, it is important recognizing Creative Placemaking’s critical role in craft beverage tourism development to trigger the spiraling up phenomenon that accelerates the growth of community capitals. The latter effect is particularly relevant as Creative Placemaking has only previously been applied to economic development through the arts. Findings indicate that a community’s natural capital can be a key element in increasing product and tourist experience values. Hence, efforts should be directed to highlight their potential as a differentiation attribute among craft beverages. By harnessing local agricultural products craft beverage producers can extend the economic benefits to other industries, thus contributing to the sustainable development of the whole community.

Evidence indicates that human capital is critical for the success of tourism businesses as it is conducive to customer satisfaction (Harrington et al., 2017). Study findings reveal that in craft beverage tourism, human capital goes beyond facilitating customer service since front-line staff knowledge of local craft beverage culture represents a valuable resource. Therefore, it is key to expand their knowledge to establish them as industry ambassadors. Findings also revealed home brewers have great potential to become producers. Their involvement in the craft beverage industry should also be supported by the tourism industry, as they make the destination unique, and become a competitive advantage. This study strengthens built capital’s role in community development beyond the required site for craft beverage production by identifying its value in spiraling up social and cultural capital. Furthermore, study findings showed that meaningful physical spaces enhance the appeal of a craft beverage tourism destination for attracting tourists. Therefore, it is critical to incorporate development and maintenance actions of built capital in destination strategic planning.

Findings on social capital align with extant studies identifying its pivotal role in developing other capitals (Soulard et al., 2018). As such, efforts to support and expand the stakeholders’ network should be prioritized, in particular, those acting as intermediaries (e.g., chambers of commerce, professional organizations). Study findings also expand the existing knowledge about the value that cultural capital plays in the development of craft beverage tourism (Cavaliere, 2017) by identifying how local craft beverage culture’s influences tourist’s perception of authenticity. Given that authenticity contributes to the appeal of a craft beverage tourism destination (Spracklen, 2011), marketing efforts should emphasize the uniqueness of local craft beverages to encourage tourists to extend their stay.

This study fills a knowledge gap regarding the role of financial capital on craft beverage tourism by providing evidence of the necessity for craft beverage stakeholders to have access to resources to venture beyond craft beverage production. Doing so strengthens the industry growth through entrepreneurial diversification. Political capital has a key role in the craft beverage industry growth and the subsequent development of craft beverage tourism (Murray & Kline, 2015). Study findings show that changes in policies and regulations represent powerful tools that can create or limit the access and actions of industry stakeholders. Therefore, it is suggested that advocacy should have a greater role in craft beverage tourism planning and development, and efforts should be concerted between stakeholders.

Conclusion

This paper presents the Destination Resources Acceleration Framework, a novel theoretical framework that furthers the spiraling up process (Emery & Flora, 2006) by outlining the way creativity and meaning -Creative Placemaking elements- (Markusen & Gadwa, 2010) accelerate the growth of community capitals at different stages in the context of craft beverage tourism. Study findings show the usefulness and contribution of the integration of the Community Capitals Framework and Creative Placemaking frameworks in several ways. First, it extends the use of the Community Capitals Framework beyond inventorying existing capitals and allows a prioritization process to take place in community development. Secondly, the emerged Destination Resources Acceleration Network also allowed to extend the application of Creative Placemaking beyond the context of the arts by acknowledging its accelerating effects on community capitals in craft beverage tourism development. The suitability of the Destination Resources Acceleration Framework to dissect the craft beverage tourism development process in Wake County, where three capitals (natural, built, and human) served as the springboard of the acceleration effect and the spiraling up process, opens up its potential applicability to other sectors with similar characteristics. Yet, the qualitative nature of the study cautions to transfer these findings to other communities that may start with a different set of foundational elements.

The Destination Resources Acceleration Framework resulting from the integration of the Community Capitals Framework and Creative Placemaking frameworks contributes to the body of knowledge on craft beverage tourism by identifying the role that each community capital and the interactions between them have in craft beverage tourism development. Furthermore, the Destination Resources Acceleration Framework also represents an instrument that provides insights for the implementation of craft beverage tourism in a sustainable manner. For example, study findings indicate the need to identify foundational capitals as to strategically allocate resources to promote creative meaning to stimulate the spiraling up of other community capitals. Triggering such a spiraling up effect will enhance a community's ability to develop sustainably by maximizing the use of their existing capitals. This tool could be applied to other niche tourism segments beyond craft beverage tourism, giving communities a foundation for non-traditional economic activities to foster sustainable development. Through such application the findings from this study contribute to the United Nations' ongoing efforts to attain their Sustainable Development Goals.

This study contributes to the understanding of the process a community goes through in developing a new economic activity such as craft beverage tourism. Yet, further research is needed to determine if the applicability of the Destination Resources Acceleration Framework is particular to craft beverage tourism or if it's driven by the unique combination of a community's capitals. Because of this limitation, it is recommended to test the Destination Resources Acceleration Framework in different craft beverage tourism contexts. In doing so, it is important to validate this proposed framework in craft beverage tourism destinations at different stages of development and different geographic and cultural contexts to provide evidence of its transferability. Moreover, we suggest future research measure the perspectives of tourists and local visitors, including those who do not identify themselves as a part of the traditional craft beverage subculture (Ikäheimo, 2020), to provide a complete picture of the resources (outputs and inputs) they see as critical for sustainable craft beverage tourism development. Despite the limited generalizability of the study findings, we believe the Destination Resources Acceleration Framework is a useful tool for community assessment and analysis, that could potentially aid in identifying other sustainable development avenues beyond tourism.

Statement of contribution

What is the contribution to knowledge, theory, policy, or practice offered by the paper?

The study presents a new framework, the Destination Resources Acceleration Framework, resulting from the integration of two theoretical models, the Community Capitals Framework and Creative Place-making. This work extends the application of these theoretical frameworks in two ways. First, it uses the Community Capitals Framework to prioritize the development of capitals, rather than simply creating an inventory of community assets. Second, by integrating Creative Place-making, this framework illustrates what is necessary to facilitate interactions between community assets to accelerate development efforts. The introduction of the Destination Resources Acceleration Framework contributes to the knowledge on craft-beverage tourism, as it outlines how resources interact within a destination and the growth of community assets these interactions trigger. It also provides destination managers with a tool to initiate and sustain craft-beverage tourism.

How does the paper offer a social science perspective/approach?

The study offers a social science perspective by utilizing qualitative data from craft-beverage tourism stakeholders to develop the Destination Resources Acceleration Framework. Evidence gathered through in-depth interviews with these stakeholders revealed how community resources in Wake County, North Carolina (USA) support and benefit from craft beverage tourism development. Building upon existing theories from the fields of rural sociology (Community Capitals Framework) and humanities (Creative Place-making) the development of the Destination Resources Acceleration Framework centers on the potential impact that craft-beverage tourism can have on communities, residents, and other industries. A focus on these entities is crucial as craft-beverage tourism continues to show promise as a tourism development strategy. The Destination Resource Acceleration framework provides a clear view of the costs and benefits for developing craft-beverage tourism which is valuable for strategic planning and economic development.

Declaration of competing interest

The authors declare that they have no known competing financial interests or personal relationships that could have appeared to influence the work reported in this paper.

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