

1. Introduction

1.1 Background

Continuing the traditions of American creativity, entrepreneurship and innovation, the Brewer's Association reports 4,522 microbreweries were operating in the United States in 2018, a 15% increase from 2017. With the craft beer industry still going strong, many microbreweries look for every opportunity to build and retain loyal customers through various branding strategies. Sour Glass Ale Works is one such microbrewery located in Southern California where the company specializes in locally sourced, small-batch artisan beer.

1.2 Problem

The Strategic Planning team of Sour Glass Ale Works understands that in a highly competitive craft beer industry, building brand awareness through pleasurable experiences is vital toward a lasting relationship with its customers. Therefore, to successfully share its unique story directly to consumers, a major strategic initiative is to increase brand awareness in the Southern California region by opening a tasting room in San Diego, California. The Strategic Planning team has requested an analysis on consumer expenditure, and nearby competition around the location of interest.

1.3 Stakeholders

The Strategic Planning team of Sour Glass Ale Works is comprised of four members. Each member, along with a short description of their role, is summarized below:

- Chief Executive Officer: Sets, drives, and enforces the strategic vision as well as directing the execution of operating plans and company goals.
- Director of Operations: Oversees all areas of production, packaging and distribution.
- Director of Marketing: Oversees the design and implementation of brand consistency, presence, and strategic alignment to business objectives.
- Regional Sales Manager: Responsible for the development and execution of growth sales strategies and building customer relationships.