

Winter 2016

BUY LOCAL BRANDS RISING: THE SECRET INGREDIENT TO SUSTAINING AN ENDURING CLEVELAND BAKERY'S LEGACY

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Recommended Citation

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BUY LOCAL BRANDS RISING:
THE SECRET INGREDIENT TO SUSTAINING AN ENDURING CLEVELAND
BAKERY'S LEGACY

A Creative Project Submitted to the
Office of Graduate Studies
College of Arts & Sciences of
John Carroll University
in Partial Fulfillment of the Requirements
for the Degree of
Master of Arts

By
Rebecca C. Wrenn
2016

The creative project of Rebecca C. Wrenn is hereby accepted:

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Abstract

This creative project explores the subject of brand sustainability for local businesses. Evaluating bodies of literature in place branding and brand management, the project aims to investigate the trendy philosophy known as buy local, how small businesses can harness the power of their local community to both develop and sustain the company's brand. With success from buy local campaigns, small businesses in return strengthen the community's economy and the city's brand. This essay uses Davis Bakery and Delicatessen, a 76-year-old Cleveland business, as a case study to illustrate the creation and maintenance of a buy local brand. The case study was developed from the perspective of an agency evaluating and developing a client's brand strategy through competitive and market analyses, and the development of a creative brief and brand guidelines.

Keywords: buy local, brand management, place branding

Introduction

Cleveland's Davis Bakery and Delicatessen has established and upheld a reputation for providing superior baked goods and quality food to customers in the Northeast Ohio community for more than seventy-six years. Now in its third generation of leadership, the bakery remains family owned and operated, and is dedicated to serving both business to business and business to consumer markets. The bakery competes against much larger, more technologically advanced and better equipped bakeries with a range of handmade products and old-world recipes. Davis Bakery's success is a result of a renowned, long-lasting brand supported by word-of-mouth reputation with longtime, native Clevelanders and the local Jewish population. The bakery however has long been missing formal, consistent brand guidelines. Facing increased competition from chain grocery, discount and bulk stores, and as the mature audience of Clevelanders dwindle, new generations lack a genuine connection to the Davis Bakery brand. Without strategic messaging and branding, the bakery faces the challenge of how to communicate its story with the millennial audience and future generations of Clevelanders.

In recent years, Northeast Ohio has experienced a renaissance and all eyes are on Cleveland. In 2015, Cuyahoga County welcomed 17.6 million travelers – up 3.7 percent from the year before and a record for the area, per Destination Cleveland, the region's convention and visitor's bureau (Glaser, 2016). In 2016, Cleveland has benefited from a long-awaited championship title with the Cleveland Cavaliers, serving as host of the 2016 Republican National Convention and the Cleveland Indians ascending to the World Series. Success is expected to continue for Cleveland. The city is home to the second largest theater district in the country, the Rock and Roll of Fame (and every two years,

the Rock and Roll Hall of Fame induction ceremony), and an array of diverse local communities from Little Italy to Coventry to Chagrin Falls. Both native and new Clevelanders are discovering the area's local businesses – investing in their hometown and communities. Local businesses such as Davis Bakery can benefit from a growing wave of interest in the buy local movement.

Cleveland, however, is just one of many cities supporting local businesses. Buy local campaigns are strategically designed to educate the public about the benefits of doing business locally, as well as to promote how small businesses strengthen the community's economy and local character. These campaigns tell the story of both the community and the individual businesses that comprise the city. For several years, the Institute for Local Self Reliance (ILSR) has executed nationwide surveys of consumer oriented independent businesses to track their year-to-year changes in sales. Respondents to a 2016 survey reported a strong annual sales increase but the gain varied based on one key factor: businesses in communities with a “buy independent/buy local” campaign run by an Independent Business Alliance. Organizations that are modeled similarly reported a strong 7.4% sales increase, nearly doubling the 4.2% gain for those in areas without such an alliance (American, 2014).

This creative project aims to accomplish the following: examine the bodies of literature place branding and brand management, and how these bodies of literature pertain to the buy local movement and how companies can use a city's brand in their own messaging; employ Davis Bakery and Delicatessen, a long-standing Cleveland business, as a case study for implementing buy local messaging into the development of consistent brand guidelines; explore the development of brand guidelines and messaging for small

businesses and establish a method for brand development and offer recommendations for brand guidelines and messaging in consistent storytelling and marketing efforts; provide an explanation for how buy local campaigns contribute to an overall sense of a place's brand.

Literature Review

This project focuses on bodies of literature focused on place branding and brand management. Place branding is an umbrella term encompassing nation branding, region branding and city branding. Place branding focuses on the branding of community, city or location specific location in relation to the environment, businesses and culture that comprise a place. The second body literature is brand management, a broader term in marketing that focuses on the analysis and planning of how a brand is perceived in the market. Tangible elements of brand management include product(s) or service(s) offered, visual identity, price point, packaging and the culture that encompasses the company. Place branding and brand management work together to define a local company's brand.

Place Branding

To establish the significance of brand development and the relation to a company's location, this paper examines place branding. The definition of 'place brands' or 'place branding' encompasses several disciplines, including advertising, marketing, public relations, business, international relations, public administration, public diplomacy and geography. Because of this wide range of topics, it makes sense that "the consensus within the literature is on what place branding is not, rather than what it is (Sevin, 2014, p. 47)." One definition of place branding is that when a place - a city, neighborhood, community - develops, several associated feelings, emotions and concepts are invoked in

individuals' minds. These associations to a place can then be manipulated to document, create and maintain a place's unique brand.

Place branding can also be defined as the design of a brand management system, grounded by the identity of a place – distinguishing and definitive characteristics that can make a place idiosyncratic. Place branding may be considered a “social phenomenon,” molded from perceptions of target audiences, which may or may not be influenced by the physical and communicative aspects of a given community (Sevin, 2014, p. 47). Content and research within place branding literature varies from broad examinations and applications of place branding, to specific topics such as urban tourism and destination marketing, as well as case studies on specific cities.

Place branding is small yet rapidly growing body of literature. Many streams of research in communication have provided contribution to the creation of knowledge in the domain of place branding. As stated previously, place branding is comprised of a variety of sources, including marketing and branding literature but also the fields of sociology, history, national identity, and politics. All important contributions to the area of place branding, practitioners and academics involved in place branding should be prepared to review a vast field of academic literature. While place branding may be characterized as a domain that is currently very much “practitioner-led and where academic research has been slow to follow,” although high levels of academic interest in the topic are now beginning to materialize (Dinnie, 2004).

According to Philip Kotler in his essay ‘Where is Place Branding Heading?’ there are two fundamental impulses that lead to place marketing and place branding. Firstly, citizens of a place want their community to be filled with opportunities to exercise their

personal skills, interests and taste. They want to define their way of living and culture. Citizens want to have ‘pride of place’. This passion for home alone creates a citizen drive to improve the local culture. Secondly, people and resources are increasingly mobile because of 21st century technology and globalization. People and resources can easily abandon a place that is troubled or failing, and people and resources can move to places which offer growing opportunities. This means that a “place must see itself as competitive with other places in having to retain and enhance resources.” Place marketing is crucial because it offers systematic answers to these quests (Kotler, 2004).

A common research method within place branding literature is to examine specific cities as case studies. Kavarratzis and Ashworth (2005) explore cities in Europe that are increasingly implementing the concept and techniques of product branding within place marketing. According to the scholars, this tactic is in pursuit of wider urban management goals, especially within new conditions created by European integration. Zhou and Wang (2013) examine how various levels of Chinese government are utilizing social media for city marketing in a variety of Chinese cities. This article introduces the application of social media for city marketing in Chinese cities, suggesting that using social media is an appropriate tactic to promote cities because of the “participative, interactive, open and transparent nature of social media.”

In addition to large cities, smaller neighborhoods are also explored within place branding literature. Terzano (2014) examines the changing roles of ethnic enclaves and their value as commoditized spaces. The author gives special attention to Little Italy neighborhoods in the United States. Ethnic enclaves change when the area experiences a demographic shift, and people from outside the ethnic group move their residences and

businesses to the neighborhood, resulting in the area becoming diversified in people and businesses. Ethnic enclave changes when the ethnic group shrinks, but shops and other businesses remain, resulting in the area becoming diversified in residents but not businesses.

Place branding literature also explores the concepts of tourism, particularly urban tourism and destination marketing. De Carlo, Canali, Pritchard and Morgan (2009) explore Milan's brand image and personality, focusing on the extent to which its image is dominated by business and fashion, or culture and heritage and the implications of this positioning for Milan's re-branding in preparation for Expo 2015. The paper combines quantitative and qualitative primary research, reporting the findings of a questionnaire survey, a web survey, desk research and focus group research. Rabbiosi (2014) presents a form of urban tourism branding based on the archetypal form of consumerism: leisure shopping. Drawing from fieldwork performed in Paris, the article analyzes and discusses the strategies developed by key players to promote leisure shopping for urban tourists. Brouder and Ioannides (2014) explore urban tourism, arguing urban areas are dynamic and fast-paced environments but are also places where social and economic inequalities are most unambiguous. The analysis draws on recent studies of urban tourism from an evolutionary perspective to highlight the strengths of taking such an approach and many avenues yet to be explored are put forward.

Caldwell and Freire (2014) investigate destination branding, which they argue is a relatively new concept with a lack of empirical academic research on the topic. This exploratory study uses the de Chernatony Brand Box Model and applies it to countries, regions and cities. The study was developed to understand and clarify whether the same

branding techniques should be applied to these three different types of places. Overall, the literature focusing on place branding explores a variety of aspects within a complicated field with an abundance of components to consider. Scholars of place branding generally use one of two approaches: adapting outside methods or devising new specific models. In both approaches, scholars use data gathering and analysis methods available in virtually all social science disciplines. While the body of literature on place branding investigates a variety of topics, there is more to be explored.

As it pertains to Davis Bakery, and other small business in the Cleveland area, perhaps the most vital recommendation that stems from the study of place branding is that citizens desire a defined culture. One example of this concept is the LeBron James' Nike commercial "Together." The commercial starts with James and his Cleveland Cavaliers teammates in a huddle. The huddle then extends to the audience, to the halls of the Quicken Loans Arena, and to the streets of Cleveland. The massive crowd - representing the city as a whole - is shown huddled together. James guides the huddle to a triumphant chant of "hardwork on three, together on six," and concluding with, "Cleveland on three." Cleveland's brand is represented as hardworking, loyal and unified. The people of Cleveland, who have long been dedicated to their hometown, now have an additional layer of new-found pride. The commercial does not promote Nike. Instead it promotes the city, and established local businesses can incorporate this place messaging into their own as the city its people and businesses (Schwartz, 2009).

Also, noted above, a large component of place branding focuses on tourism, which helps drives foot traffic where people seek to be entertained and fed. Destination Cleveland, with popular hashtags such as "ThisisCLE," helps to promote Cleveland and

surrounding communities. For example, the tourism bureau has produced several “ThisisCLE” videos to promote everything from The Christmas Story House to the West Side Market. The videos aim to demonstrate the rich history of Cleveland landmarks such as the above mentioned, and that the city is filled with unexpected treasures. In these videos, Cleveland’s brand is represented by grit, diversity, pride and culture. One video even promotes the idea that Cleveland is: “Forged in iron. Temper by iron.” This type of branding suits businesses like Davis Bakery well, having been in the community for nearly seven decades – through the good and the bad, and remaining a piece of the city’s history.

Brand Management

While place branding is specific to the brand’s physical environment, the study of brand management offers a holistic evaluation of all marketing and communication efforts. Brand management is crucial to marketers focusing on efforts of branding for small and medium-sized business. In his research, Richard Mitchell (2013) provides a new theoretical understanding of brand management by small and medium-sized retailers. His research integrates brand management, small and medium-sized brand management, and retail branding literature, and offers a conceptual framework for retail branding. The research includes a number of propositions that aid understanding of brand management. These propositions help shape future empirical research in this area. The research suggests that further in-depth research into the application of branding within the small and medium-sized retail context would address a significant gap in academic knowledge. In doing so, it would also provide important insights for brand management practice.

In the field of brand management, there are several definitions of branding, dependent upon the paradigmatic approach adopted. According to Mitchell (2013), the brand is defined by product attributes such as logos, slogans, features, and other identifiers. In contrast, the projective paradigm takes the view that product attributes do not represent sustainable brand attributes. The adaptive paradigm defines the brand from the perspective of consumers whereby they interpret brand messages to form a set of brand associations for brand meaning. Taking this into account, the relational paradigm defines the brand as the bond between customer and firm, which acts as the main source of brand differentiation.

Inskip (2014) looks at corporate branding both as a philosophy of organizational change and as a process. According to Inskip, the process is well understood in many business-to-consumer organizations. This paper claims that this is not the case in the business-to-business sector, particularly in small to medium-sized enterprises. The understanding that corporate branding can offer real opportunities for differentiation is patchy in this sector. This paper examines why this is and asks questions about the role of the branding industry in this issue. Qualitative research data is synthesized, alongside recent interviews with the CEOs of small to medium-sized business-to-business enterprises and representatives from the branding industry. The paper ends with recommendations for a specific approach for small businesses facing this challenge.

Corporate branding as a philosophy is just as prominent for SMEs as for larger ones. In the business-to-business sector, where differentiation via product or service superiority alone is increasingly hard, it has particular relevance. It is, as a marketing philosophy, poorly understood. It is striking to Inskip that so little is contributed by the

institutions — such as the Institute of Directors, the Chartered Institute of Marketing and BusinessLink — providing support to these businesses. The author argues that more can be done. In terms of the branding process, a different approach appears necessary to the standard branding model used for large organizations. The process must be fast, flexible and focused on the key issue of the translation of the owner vision. This vision needs to be challenged and tested for long-term relevance and then transformed into an enduring and motivating message, or series of messages, for the business (Inskip, 2014).

According to Kevin Lane Keller, branding has emerged as a top management priority in the last decade due to the growing realization that brands are one of the most valuable intangible assets that firms have. Driven by intense industry interest, academic researchers have explored a number of different brand-related topics in recent years, generating scores of papers, articles, research reports, and books. Keller's research identifies some of the influential work in the branding area, highlighting what has been learned from an academic perspective on important topics such as brand positioning, brand integration, brand-equity measurement, brand growth, and brand management. The paper also outlines some gaps that exist in the research of branding and brand equity and formulates a series of related research questions.

As it pertains to Davis Bakery, the company has yet to explore the opportunities that result from proper brand management. As mentioned above, branding has emerged as a priority for companies both big and small. Branding goes beyond visual identity and marketing campaigns. Branding is culture, it represents the company's history, the products and the people – customers and employees alike. With Davis Bakery's history, the company has a unique opportunity to establish their brand. The research that follows

in this case study looks specifically at the perspective of consumers, from online review sites such as Yelp, and the bakery's customers interpret its brand messages to form a set of brand associations. Taking that information, the bakery can review what consumers are saying about their brand and channel that into brand management. What is more relevant for a company that is relied on reputation for nearly 76 years?

Conclusion

The studies of brand management and place branding complement each other, and are both needed for effective communication. Brand management approaches a company's brand holistically and considers the identity of company presently and into the future – what is the organization's message and are we staying on point in our communication to audiences? Brand management can also incorporate visual aspects that represent the identity of the company. Place branding can be examined to help brand managers measure the marketplace, as well as evaluate how the company is perceived in relation to the surrounding area and other local companies. Evaluating the local area can be used to project where local businesses could potentially go in the future. Place branding and brand management are two necessary components for a company's (especially local) brand sustainability and as a result, financial success.

Methodology

For this project, the following research was conducted: a competitive analysis of local bakeries and an analysis of online customer reviews.

The competitive analysis (Appendix A) includes several local bakeries' current messaging, digital presence and how each company represents the City of Cleveland in their brand. The bakeries studied include On The Rise, Luna Bakery and Café, Corky and

Lenny's, Presti's Bakery and The Stone Oven. These bakeries were chosen due to their location in proximity to Davis Bakery. All the bakeries studied are located on the eastside of Cleveland, and are considered direct competitors. The bakeries however range in how long they have been in business. Some have been around as long as Davis Bakery, such as Corky & Lenny's and Presti's Bakery, and have a reputation for being a local, long-time favorite. The other bakeries, One The Rise, Luna Bakery, and The Stone Oven, are all newer bakeries that represent the artisan movement.

In the competitive analysis, the location, story, positioning statement and digital presence were reviewed for each bakery. What is most important from this research is the positioning statement for each company. In one sentence, the companies represent their story and brand. Corky and Lenny's is probably most similar to Davis Bakery, which states: "Longtime, classic Jewish deli known for its oversized sandwiches, malts & unpretentious vibe." The most unique positioning statement probably comes from On The Rise: "Gourmet bakery & cafe offering European-style loaves & pastries plus seasonal, locavore lunch fare." The positioning statements reflect the stark differences between long-standing classic bakeries and the newer, hipster style bakeries.

To get a better understand of how consumers perceive Davis Bakery, an analysis of customer reviews from several digital sources (Appendix B) was also conducted. Online websites such as Yelp, Facebook and Google offer consumers the opportunity to voice their opinion about companies. The reviews are made available for other consumers to gain more information about a company prior to visiting. These reviews can also help the company being reviewed understand their brand with feedback directly from the target audience. They can read first hand what their customers like, and do not like, about

the company and get a better sense of how the company and the company's products are perceived in the marketplace.

From the online reviews, the bakery could confirm several things that were already assumed about the Davis Bakery brand. The first is that the brand has a family-like, down to Earth atmosphere. One reviewer noted for example, "Love the old school neighborhood feel, customers were known by name the whole hour we were here." The online reviews also reveal that certain products, such as the Russian tea biscuits, rye bread and coconut bars, are the customers' classic favorites. The bakery's rich history is also revealed in the research. One reviewer explains:

"This place brings back really fond memories of my childhood. Lots of cakes, cookies and tons of deli stuff. Hot breakfast sandwiches all day. Deli sandwiches made to order. And those big kosher dill pickles swimming in the deli case.... Ahhhh"

Most important to bakery customers is the sense of nostalgia they feel when they visit Davis Bakery and taste one of their old-world recipes. The feeling brings back a sense of home, childhood and family – an opportunity unique to the bakery and its brand development.

The Creative Brief

When a marketing agency approaches a new client, the account team must act as if they are an employee of the organization. In order to best tell the story of the organization, whether the agency is developing and executing an advertising campaign, a public relations campaign or a brand strategy, the agency must be holistically educated on the client's brand. One method involves the development of a creative brief. Agency

professionals “examine questions proposed within a creative brief and make intuitive creative decisions that answer these questions visually through design” (Kemp, 2015). A creative brief is developed through initial meetings, research and discussions between a client and agency prior to the execution of work. As part of the agency-client relationship, the creative brief continues to inform and guide work throughout the implementation of the project. According to Kemp, understanding the purpose of the visuals, and experimentation with these, progresses concepts into final ideas and helps develop those visuals into relevant designs that satisfy a creative brief.

A creative brief should answer the most relevant questions, including: what is this project? who is it for? why are we doing it? what needs to be done? what are the deadlines and where and how will it be used? Creative briefs also help to keep projects running smoothly and prevent miscommunication and delays by connecting objectives with creative strategies, building team consensus, aligning expectations and defining clear, measurable goals. The following creative brief was developed for Davis Bakery and Delicatessen.

Background Cleveland’s own Davis Bakery and Delicatessen has established and upheld a reputation for providing superior baked goods and quality food to customers in the Northeast Ohio community for more than 76 years. In its third generation of management, the bakery remains family owned and operated, providing a range of handmade products and old-world recipes to the local community and beyond. The bakery offers staple products such as rye bread, Russian tea biscuits and coconut bars, catering options for small to large events, personalized baked goods including wedding,

birthday and other celebratory cakes, a store front located on Cleveland's eastside in the City of Woodmere, as well as business to business organizations, including grocery stores, entertainment facilities and hotels.

Overview While relying on reputation and word of mouth, Davis Bakery lacks the documentation of both consistent messaging and visual brand guidelines. With increased competition from a growing number of local bakeries, chain grocery, discount and bulk stores, and as the more mature audiences of Clevelanders dwindle, new generations of locals are missing a genuine connection to the Davis Bakery brand that previous local generations once had. The absence of strategic messaging and brand guidelines poses the challenge of how to tell the bakery's story to millennial and future generations of Clevelanders. The goal will be to create a communication guide that can be used to apply toward digital marketing, advertising, public relations and identity in the stores.

Stakeholders Davis Bakery and Delicatessen family and employees, citizens in the surrounding city and long term consumer and business customers of the bakery.

Drivers Goals for the development of a communication are to establish the bakery's brand (including visual and messaging) to celebrate the bakery's legacy and establishing the bakery's brand for generations to come. Taking 76 years of reputation into account, the establishment of the bakery's brand guidelines will document the organization's identity. The branding initiative will aim to drive and maintain an increase in foot traffic

to the Woodmere location, to increase both business to business and business to consumer sales, and to increase visibility beyond the east side of Cleveland by increasing online orders.

Audience The brand guidelines will appeal to several target audiences, including: customers on the eastside of Cleveland, particularly in the Beachwood, Woodmere and Pepper Pike who might frequent the store; the Jewish population in the Cleveland area, business to consumer markets, including grocery stores, hotels, entertainment facilities who order bulk items from the bakery as well as online audiences who might order personalized items online. These audiences should find Davis Bakery relevant to them because of the quality hand-crafted products the bakery can provide, as well as the legacy of Davis Bakery in the Cleveland area.

Competitors The bakery's competitors include the following: local bakeries situated on the eastside of Cleveland, including but not limited to On the Rise, Corky and Lenny's, and Luna Bakery, and grocery stores, both local and chain, such as Heinen's, Giant Eagle, Trader Joes and Whole Foods.

Messaging The project will focus on the central idea that Davis Bakery is a family owned and operated local business since 1939. Davis Bakery is dedicated to providing Clevelanders quality, handmade baked goods and food, in a family environment providing tailored customer service. The bakery remains an integral part of the Cleveland community, and strives to maintain a superior legacy for generations to come. Keywords include

local, Cleveland, nostalgic, handmade, old-world, family owned and operated, legacy and custom.

Project Scope The project will include the development of brand guidelines including messaging, the existing logo, the color red as a primary color, development of fonts, color palette, elements, and identifying a style for photography

Recommendations

For the development of Davis Bakery's messaging and visual identity into a formal brand book (Appendix C), this project was designed to become the foundation of all future marketing and sales tools, including the website, brochures, menus, social media, email communications, store signage and customer experience, etc. Brand management is a function of marketing that uses techniques to increase the perceived value of a product line or brand over time. Effective brand management builds loyal customers through positive brand associations and images, and a strong awareness of the brand. Developing a strategic plan to maintain brand equity or gain brand value requires a comprehensive understanding of the brand, its target market and the company's overall vision. The evaluation of customer review sites revealed that Davis Bakery has a long-standing reputation in the Cleveland area. The bakery is known for its staple products such as famous coconut bars, corned beef sandwiches on Jewish rye bread and Russian tea biscuits made with a classic recipe. Customers talk of their memories going to the bakery as a child, or working at the bakery during a timeframe. It's been noted as the best bakery in Cleveland.

The research conducted revealed several key components that are relevant in developing the bakery's messaging. Effective communication connects consumers to the company's brand and its services and the brand serves as the basis for the company's story. The competitive analysis reveals that a number of bakeries also tell the Cleveland story, crucial to the marketplace. Messaging could be tailored around the idea that Davis Bakery has been with Cleveland through good and bad:

Davis Bakery has a longstanding reputation in the Cleveland community and is well known for local products. Being family owned and operated since 1939, Davis Bakery is dedicated to providing Clevelanders quality, handmade baked goods and food, in a family environment providing tailored customer service. Davis Bakery remains an integral part of the Cleveland community, across a number of generations.

The voice, tone, and style of the messaging and copy writing in the branded communications are critical to developing a brand. To ensure consistency, companies need to include instructions related to voice and style. In the case of Davis Bakery, the personality is focused on being a local brand, nostalgia, handmade and old world products, and a family owned and operated legacy. Brand pillars include:

***Crafted in Cleveland.** We've been in Cleveland for 76 years. And, we are proud of our local legacy. We've had stores in on the eastside, westside and downtown. Today, we've settled into our Woodmere and Bedford locations, but our products can be found in grocery stores and other institutions across the local area and beyond (looking at you, Chicago). Customers can place orders locally, and they*

can be shipped across the country.

Made by Hand. *Our products are made by hand. From our cake decorators, to our bread makers, to our deli staff – we are dedicated to quality, handmade products. We outperform more technically equipped bakeries.*

From Our Family, To Yours. *We are in our third generation of leadership. We are proud grandpas, fathers, sons, grandmas, moms, aunts, uncles – and strive to bring quality baked goods and food to your family gatherings. With a history in the local area as lengthy as ours, our family is your family.*

The brand's logo is the most valuable tangible symbol of a brand, and guidelines indicate exactly how it should be portrayed. For Davis Bakery, it is recommended that the logo remain the same as it was some 70 years ago. The smiling baker in the egg is warm, engaging and nostalgic. The brand guidelines should offer a variety of standards for logo usage, including horizontal and vertical representations of the logo as well as logos with and without a brand tagline. The brand should also be depicted by a color palette, including primary, secondary and tertiary colors at minimum. It should also identify how these colors should be used in the logo and in branded communications. It's important to provide the RGB, HEX, and CMYK equivalents of the colors in the color palette for varied uses traditionally and digitally. Identify the specific fonts that should be used in branded communications, including typeface size, line height, kerning, and so on if your brand fonts are customized in any way.

Brand guidelines are combined with a variety of solutions, including a complete strategic overview of the company's brand comprised of brand values, brand promise,

brand imagery and brand messaging. The brand guidelines play on the trendy philosophy known as buy local - harnessing the power of the bakery's local community and its deep roots in the community to develop and sustain messaging and brand positioning. Buy local campaigns aim to tell the stories of both the community and the individual businesses that comprise the city. With success from buy local campaigns, small businesses strengthen the community's economy and enhance local character.

Cleveland's Davis Bakery and Delicatessen has established and upheld a reputation for providing superior baked goods and quality food to customers in the Northeast Ohio community for more than seventy-six years. Now in its third generation of leadership, the bakery remains family owned and operated, and is dedicated to sustaining the business in both business to business and business to consumer markets. The bakery competes against much larger, more technologically advanced and better equipped bakeries with a range of handmade products and old-world recipes. Davis Bakery's success is a result of a renowned, long-lasting brand mostly supported by a word-of-mouth reputation specifically with longtime, native Clevelanders and the local Jewish population. The bakery however is missing formal, consistent messaging and brand guidelines. With increased competition from chain grocery, discount and bulk stores, and as the mature audience of Clevelanders dwindle, new generations lack a genuine connection to the Davis Bakery brand that previous local generations had. The absence of strategic messaging and brand guidelines poses the challenge of how to tell the bakery's story to millennial and future generations of Clevelanders.

Conclusion and Future Study: Buy Local On a Roll

Cleveland's Davis Bakery and Delicatessen has upheld a reputation for more than

seventy-six years but now eagerly looks to the future. Moving forward, it is recommended that the bakery keep what is crucial to its brand: family owned and operated, a dedication to business-to-business and business-to-consumer markets, handmade, custom products and old-world recipes. Most importantly, staying true to its Cleveland home. Davis Bakery has been here... when the Cleveland Indians won the World Series in 1948 and the Cleveland Cavaliers won the NBA championship in 2016. They've been in Cleveland since 1966 during the Hough Riots and in 1967 when Carl B. Stokes was elected the first African American mayor of a major American city. Davis Bakery has survived Hough Bakery and Pinkus Bakery, as well as Higbee's department stores and the Cleveland Barons.

With active social media and a new e-commerce website, Davis Bakery can reach newer audiences: the younger generation of millennials, deriving from the mainstream, native Clevelanders who have migrated elsewhere and crave a taste of home, or those seeking an old-world experience. An increased digital presence will open the doors for a new connections, new customers, new opportunities. Based on the research outlined above, the two most crucial aspects to customers are quality products and nostalgia. These two concepts can be communicated with consistent and engaging storytelling. The development of strategic messaging and consistent brand guidelines tells the bakery's story to future generations of Clevelanders in the area and beyond.

Place branding creates a mutually beneficial relationship for the place and local businesses. It is crucial for the success of local companies and the community as a whole. A successful community together leads to a happy population, people spending money, moving in and staying longer. Buy local campaigns are a rising trend that focuses on

supporting local communities that are strategically designed to educate the public about the benefits of doing business locally, as well as to promote how small businesses strengthen the community's economy and local character. Overall, the literature focusing on place branding explores a variety of aspects within a complicated field with an abundance of components to consider. Scholars of place branding generally use one of two approaches: adapting outside methods or devising new specific models. In both approaches, scholars use data gathering and analysis methods available in virtually all social science disciplines. While the body of literature on place branding investigates a variety of topics, there is more to be explored. Recommendations for further study include:

In smaller neighborhoods or cities, how are place brands developed in terms of commercial versus organic forces, and what are the complications that arise when commercial forces attempt to enter a city? For instance, when a Starbucks opens down the street from a local coffee shop, how does that affect the place's brand? Another opportunity would be to further explore the use of digital marketing and social media communities for marketing a place. Can digital marketing and online communities ever truly represent the emotions felt when visiting a place? Would the concept of social media and websites be disengaging for place branding, or is there a way to create a marketing strategy to accurately represent a place's brand? Lastly, how do neighborhoods or small cities within a large city develop their own brands? For example, Cleveland is the overarching city – or brand – in Northeast Ohio yet there are numerous smaller cities that comprise the Cleveland area – Chagrin Falls, Little Italy, Ohio City, Tremont – that have each developed their own brand. What are the benefits and implications of each

neighborhood having their own brand in relations to Cleveland's brand as whole?

Appendix A - Competitive Analysis

Table A: On the Rise Artisan Breads and Pastries

Location	Cleveland Heights
Story	<p>Baking fresh bread in Cleveland Heights, Ohio since 2001. We focus on delivering fresh delicious bread and desserts daily, from raisin cinnamon bread to our baguettes to the Jennifer cookie. If you love bread, come in and try something new.</p> <p>Our breads are made 1fresh daily and are best enjoyed the day of purchase. However, to preserve freshness we recommend to wrap the bread in air-tight plastic and store at room temperature. To refresh the crust, place unwrapped bread in a preheated 300-degree oven for 5-8 minutes, slice and serve warm. All of our breads freeze well. As soon as bread has cooled completely, wrap tightly in plastic and freeze. Allow wrapped bread to thaw at room temperature, then unwrap and refresh in the oven as instructed above.</p>
Positioning Statement	Gourmet bakery & cafe offering European-style loaves & pastries plus seasonal, locavore lunch fare.
Yelp	4.5 of 5 stars, 79 reviews
Facebook	3,478 likes

Table B: Luna Bakery & Café

Location	Cleveland Heights
Story	<p>Luna Bakery and Café opened its doors in June 2011 in the historic Cedar Fairmount District in Cleveland Heights. Luna was started by pastry chef Bridget Thibeault of Flour Girl, and restaurateurs John Emerman and Tatyana Rehn of The Stone Oven Bakery & Café. The small corner space in a historic building was a hidden gem and a perfect space for a cozy European-style pastry shop & café with local influences.</p> <p>Luna is proud to be known as the best scratch bakery in Cleveland, offering handmade crepes, grilled paninis, salads and soups are offered for breakfast, lunch and dinner. The pastry selection includes croissant, macaron, cupcakes, decorated sugar cookies, tarts, crepe cake, and many seasonal offerings. Luna's creative cake team bakes and decorates original works of art for weddings and special occasions. Luna also offers catering - breakfast and lunch trays, box lunches and pastry trays. Both on-</p>

	<p>site and off-site catering.</p> <p>Luna is a proud member of Cleveland Independents, an organization of over 80 locally-owned and operated restaurants that share a commitment to the community, and a passion for excellence in food and service.</p>
Positioning Statement	Intimate cafe & patisserie serving light fare, including crêpes & panini, plus baked goods.
Yelp	4 out of 5 stars, 198 reviews
Facebook	2,622 likes

Table C: Corky & Lenny's

Location	Woodmere, Ohio
Story	<p>Corky & Lenny's has captured the hearts and stomachs of the greater Cleveland community and their visiting friends and relatives for almost 60 years.</p> <p>If you like juicy corned beef, crunchy dill pickles, hearty Jewish comfort food, and the best freshly baked pastries in town then this is the restaurant for you!</p> <p>Looking for a gaming atmosphere? Then come to one of our express locations in either the Horseshoe Cleveland or Thistledown Racino!</p>
Positioning Statement	Longtime, classic Jewish deli known for its oversized sandwiches, malts & unpretentious vibe.
Yelp	3.5 out of 5 stars, 212 reviews
Facebook	2,777 likes

Table D: Presti's Bakery

Location	Cleveland Heights
Story	<p>In 1903 Rose and Charles Presti Sr. opened Presti's Bakery specializing in baking fresh bread. As the business grew, so did their family and in 1916 Charles Jr. was born. From a young age, he worked at the bakery learning the trade from his parents. The bakery moved locations several times before settling in the heart of Cleveland's Little Italy in 1943.</p> <p>Charles Jr. married his lovely wife Jean in 1946 and together</p>

	<p>they raised three children, Charles, Claudia and Sheila. They worked in the bakery for much of their youth, breaking only to attend college. From their parents, they gained the knowledge and experience needed to maintain and grow a successful business.</p> <p>As the bakery business grew and became more diverse, Claudia and Sheila purchased and renovated the building at 12101 Mayfield Road (the current location) and soon re-opened as Presti’s Bakery and Café in 1999 with dine-in availability as well as carry out.</p> <p>At present, Presti’s Bakery remains an integral part of Cleveland’s Little Italy as well as the surrounding areas which include University Hospitals, Case Western Reserve University, University Circle and the Cleveland Clinic. Claudia’s son Michael is now the pastry chef and fourth generation using only the freshest ingredients to produce the finest quality baked goods. Fresh bread, donuts, cookies, cakes and pastries are still made by hand using the same recipes and techniques originally created by Rose and Charles Presti. The bakery has expanded its menu to include a full line of fresh deli salads, pizza, stromboli, lunch and dinner specials as well as a catering menu. We look forward to providing you with a “sweet” experience on your next trip to Presti’s Bakery in Little Italy</p>
Positioning Statement	Airy bakeshop with ample seating offering bread, pastries & traditional Italian entrees.
Yelp	4.5 out of 5 stars, 231 reviews
Facebook	3,469 likes

Table E: The Stone Oven: Artisan Bakery and Restaurant

Location	Cleveland Heights & Woodmere
Story	<p>In 1993, Tatyana Rehn had a craving for the luscious, crusty breads of her European homeland and could not find them in her new home in Cleveland, Ohio. She began making her own bread and before long found herself working at all hours of the night to shape loaves for friends and family. What started as a passionate hobby later turned into a business, providing many Clevelanders their first experience of hearth-baked European bread.</p> <p>In 1995, after several years of selling wholesale to restaurants and grocery stores, Tatyana and her husband John surfaced a</p>

	<p>new concept – the bakery/café. Combining elements of a European café with a bread and pastry bakery, The Stone Oven Bakery & Café opened its doors in Cleveland Heights to an enthusiastic and supportive community.</p> <p>Over the next ten years, The Stone Oven opened two additional stores – one in the Galleria at Erieview in downtown Cleveland and one in the Eton-Chagrin shopping center in Woodmere, Ohio.</p> <p>Today, the stores continue to serve European breads and pastries, along with a full menu of soups, salads, and sandwiches.</p>
Positioning Statement	The <i>Stone Oven</i> is an artisan bakery and restaurant with several locations in the Cleveland, Ohio area.
Yelp	4.5 out of 5 stars, 231 reviews
Facebook	3,469 likes

Appendix B - Customer Reviews

Table A: Facebook

4.6 of 5 Stars / 56 Total Reviews	
June 19, 2016	Love the old school neighborhood feel, customers were known by name the whole hour we were here. First time in, won't be the last. We tried The New Yorker & Chicken salad sandwich, thumbs up to both. Grabbed a sweet treat for the ride home!
May 26, 2016	Awesome coconut bars! And thanks for the FedEx! Was given a little piece of home from my sister!
October 20, 2014	My brother Rich (from the Bronx NYC) was in town to visit our mom, Grace Ivan, and we made a pilgrimage to the Deli/bakery and were only disappointed that we needed to come back on a Friday to get a loaf of the challah white raisin bread. We had a soup and sandwich and vowed to return another day...
September 23, 2015	Best corned beef sandwich in Cleveland! :-)) I always get one we come to town! They have nothing close in Florida or Virginia!
September 21, 2015	My husband and I just had a wonderful visit to the bakery! We want to thank Janice for the wonderful help and amazing samples! We left with more pastries than the two of us can eat!! Well worth the hour drive. We try and come a couple times a year. Thanks again!
June 23, 2015	Smoked Beef tongue sandwich on Homemade Rye Bread, my taste buds are in heaven right now!!! I cannot get enough, if only it wasn't 18\$ a pound... But regardless Davis Bakery and Deli has it going on for real, doing it up old school!!!
December 1, 2015	If this is the Davis bakery in Cleveland Ohio I remember going there as a little boy eating there coconut squares Wow best regards Ricky
November 25, 2015	Happy holidays this was my favorite place to work at years ago in east gate in 84
November 12, 2015	Too hard to choose. When I was a kid my grandfather used to come and get me poppy seed horns for there, they were my favorite.
September 12, 2015	In the summer of '63, my cousin Sandor Davis gave me a job for 10weeks. I loved working at Davis especially in the big back cooler where I could run my fingers over the partially empty trays of coconut bars and eat the leftover stuff, those were the days.

Table B: Yelp

4.5 of 5 Stars / 21 Total Reviews	
April 20, 2016	I have to admit that I've never set foot in Davis Bakery. I've never tried anything that didn't come off a deli tray. But let me tell you that what I have tasted from Davis is amazing. Quality meats, cheeses and breads. The best potato salad I have ever had. And those pickles??!!! You can tell they're homemade and if you like a more cucumber-y (that's totally a word. Right?) pickle, you have to check it out. We order from them for work events and they are always easy to deal with, reasonably

	priced and very accommodating. I live on the west side but have considered picking up for personal events too. I highly recommend!
May 21, 2016	This place brings back really fond memories of my childhood. Lots of cakes, cookies and tons of deli stuff. Hot breakfast sandwiches all day. Deli sandwiches made to order. And those big kosher dill pickles swimming in the deli case.... Ahhhh
March 17, 2016	Awesome sandwiches. Honestly I've never had a bad one. Best part, you get a cookie surprise with each one. Old school place with butcher making your sammy. Bakery yummy as well. One if the few places that makes bread my German born mom likes. Can be tight if you go at busy time... And few chairs to sit and eat...but a nice place to pick up a bite on the way home.
August, 5 2014	OMG, I LOVE IT HERE! I've been coming to Davis Bakery since before I could walk, and although this isn't the old Cedar Rd. location, it's still pretty darn awesome. I feel like a cartoon bear who's smelling honey whenever I pass this place; the delicious scent of bakery goodness lifts you off your feet and drags you in the door by your nostrils. The corned beef sandwich is a 3.5/5, it tends to be a bit dry, but the pastries are 5 stars all the way. The service is always friendly and eager to help, and come Passover, you won't find better mandel bread in all of Ohio. Yum
April,13 2015	Great deli/bakery. Delicious lox and shmear. The bagels are eggy and fluffy, but still pretty good. The real standout is the bakery. Fantastic pastries! My mother is a fan of their cookies, but I prefer the bear claws and Russian tea biscuits (a must). You will not be disappointed here.
January 18, 2016	Davis Bakery has the best Jewish rye bread. We drive from the Akron /Canton area whenever we need rye bread.
May 18, 2013	A really good old fashion deli with a kicks butt bakery. Fresh Rye bread for your corned beef. yeah they are starting to weight the portions now which is a bad thing but STILL its good food at reasonable pricing. I go once or twice a week for a sandwich and a pastry. You should too.
February 20, 2013	I LOVE this bakery. I used to work on Chagrin Blvd. over 20 years ago and used to stop by several times a week. So when we came back home for a visit, Davis was our first stop. We ordered a couple different things to go and all were beyond fantastic. I LOVE the way they wrap the box up with string!!! Just like they did years ago :). I placed an order to go Russian Tea Biscuits and chocolate coconut bars (both to die for)!!!! They were so great. They asked me if I would like it packed for travel and they did an excellent job! My bakery is safe at home with me in Atlanta now. It was worth the plane ticket to go just go back to Davis Bakery LOL!! LOVE, LOVE, LOVE!!!

Table C: TripAdvisor

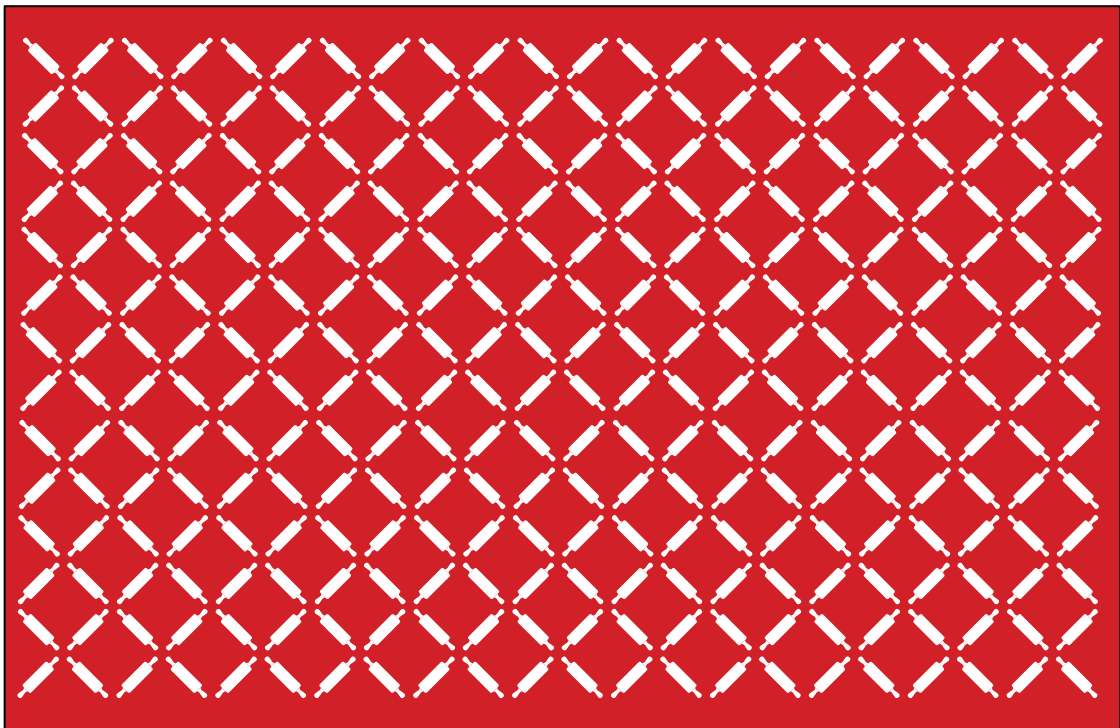
4 of 5 Stars / 18 Total Reviews	
May 17, 2016	OK..... if you are on ANY diet run away from this place because you will not be able to resist the temptation!! The jelly donuts, cinnamon buns, maple glazed donuts, coconut squares and almond cake is where I had to draw the line and stop. LOL everything was delicious and reminded me of my childhood.
April 25, 2016	A co-worker of mine stumbled on this place and told me about it. Ever since, I have fallen in love with it. The food is real deli style and their bakery is second to none. Years ago I spent a lot of time in NYC and really became a deli supporter. This is as good as any deli I ever visited in NYC. In fact every time I am there, I feel like I'm back in NYC.
April 13, 2016	I attended a party and was served Davis' Bakery almond cake. MY WORDS CANNOT DESCRIBE HOW DELICIOUS THIS CAKE WAS!!! Everything was perfect the buttercream frosting melt in your mouth and the almond cake was so good!!!! I am hosting my daughter's graduation party and I will order that cake from now and until forever on!!! I love it. Fresh natural ingredients. Hard to find these days.
January 2, 2016	Real, real good corned beef sandwich on fresh baked rye bread. It was superb and the portion was not practical joke big like the other joints. I like their Russian tea cookies and other local inspired items.
November 9, 2015	Everyone thought this place was great, but I thought it was really bad. My baked goods went home and smelled up my car like cigarette smoke! They even smelled like it out of the box. What we did eat in store was not what I called great, more like you'd expect from a huge chain grocery store. Some of it tasted like lard afterward in your mouth, funny aftertaste and texture.
November 2, 2015	My family has tried to replicate their chocolate chip cookies and have failed every time. They are simple and perfect. They have daily specials, on cookies too! And by the way there is a deli that does it right.
September 2, 2015	Best tuna fish on the east side. Always can count on a good sandwich whether it's turkey or corned beef or latke and pastrami and chopped liver. Also has very good matzo ball soup. They like to give you a quart of broth and package the matzo balls separately which is different but it works. They always include a pickle and cookie with every sandwich. A nice touch. It's a challenge getting out of there without indulging in the plethora of bakery goods there. Enjoy!
July 24, 2015	Planning on going to the pancake house in the same shopping center but didn't want to wait. Davis was a decent choice and seemed empty. Had some great looking items there. Wish we had time to try more. A local regular came in and claimed this was the best deli in the city. Found their deli food above average but still not the best corned beef in the city. Had it on a breakfast sandwich bagel. Pastry and bread smelled great. Couple of tables to eat at in the deli but employees didn't seem too thrilled we chose to stay and eat. Still would like to go back and try

	some additional items.
July 12, 2015	<p>It's not fancy on the outside, but it's what's on the inside that counts. When you walk in the door, you are greeted by the smell of all of the yummy baked goods. There is a wonderful selection of traditional and local specialties: brownies, breads, lemon bars, cakes, tea biscuits, etc. The bakery side also had some generous samples for customers to try. The delicatessen side was full of wonderful meats, cheeses, deli salads, and sides. You can get everything from ham and turkey, to lox and beef tongue. The drink options are also plentiful and almost overwhelming. Everything was reasonably priced and delicious. I ate a very well made toasted bagel with and cheese for under \$3. We are definitely coming back.</p>
January 19, 2015	<p>Stopped for lunch with coworkers. They have daily sandwich specials. Friendly counter staff on deli side. Corned beef Reuben was great. They give you the sandwich, pickle and a wonderful cookie. Couldn't resist buying a chocolate coconut square, which are the best out there. Having been there before and pleased they continue to have fresh, quality food.</p>

Appendix C - Brand Book



Cover: Features the company's classic logo and wordmark.



Page 2: Rolling pin pattern was chosen to add youthfulness and balance to the classic logo.

TABLE OF CONTENTS

History
Our Promise
Brand Pillars
Business Model
Type Pairing
Logo Treatment
Brand Elements
Color Palette

Page 3: Table of contents.



Page 4: Features one of the bakery's co-founders, Carl Davis and baker, Archie Ferguson as well as the founding year of the bakery.

HISTORY

In 1939, 19-year-old Carl Davis and his two older brothers – Julius and Ben – opened their first bakery on South Taylor Road in Cleveland Heights, Ohio. Starting out on a shoestring budget and with a coin-operated mixer, the brothers were dedicated to establishing the finest Jewish bakery in Northeast Ohio.

Davis Bakery and Delicatessen has upheld a reputation for serving up quality food to customers in the Cleveland area for more than 76 years.

The second generation, comprised of Sam Perkul, Shelly Davis, Janice Davis and Joel Davis, had a combined 130 years of experience in the industry. Today, the second, third and fourth generations, represented by Joel, Stu, Jay and Matt, work together to maintain the bakery's legacy and share the enduring passion for handcrafted bakery products with Cleveland.

Page 5: The brand book starts with the bakery's history, the most important representation of the bakery's brand.

the taste tells the story!

Page 6: Features the company's original tagline, and remains the tagline to this day.

OUR PROMISE

We are family owned and operated since 1939. Davis Bakery and Delicatessen continues to serve the Northeast Ohio area, both business-to-business (B2B) and business-to-consumer (B2C) markets. The bakery is dedicated to providing Clevelanders with quality, handmade baked goods and food, in a family like environment with personalized customer service. The bakery hopes to remain integral part of the Cleveland community and strives to maintain a superior legacy for generations to come.

Page 7: Following the history is the company's promise to the customer.

BRAND PILLARS

CRAFTED IN CLEVELAND.

We've been in Cleveland for 76 years. We've been downtown, east and west side. Today, we've settled into our Woodmere and Bedford locations, but our products can be found in grocery stores and other institutions across the local area and beyond (looking at you, Chicago). Customers can place orders locally, and have shipped across the country.

MADE BY HAND.

Our products are made by hand. From our cake decorators, to our bread makers, and our deli staff—we are dedicated to quality, handmade products and quality old-world recipes from russian tea biscuits to coconut bars to chinese cookies.

FROM OUR FAMILY TO YOURS.

We are in our third generation of leadership. We are proud grandpas, fathers, sons, grandmas, moms, aunts, uncle—and thrive to bring quality baked goods and food to your family gatherings. With a history in the local area as lengthy as ours, our family is your family.

Page 8: Brand pillars, which are the three overarching brand messages for the bakery.



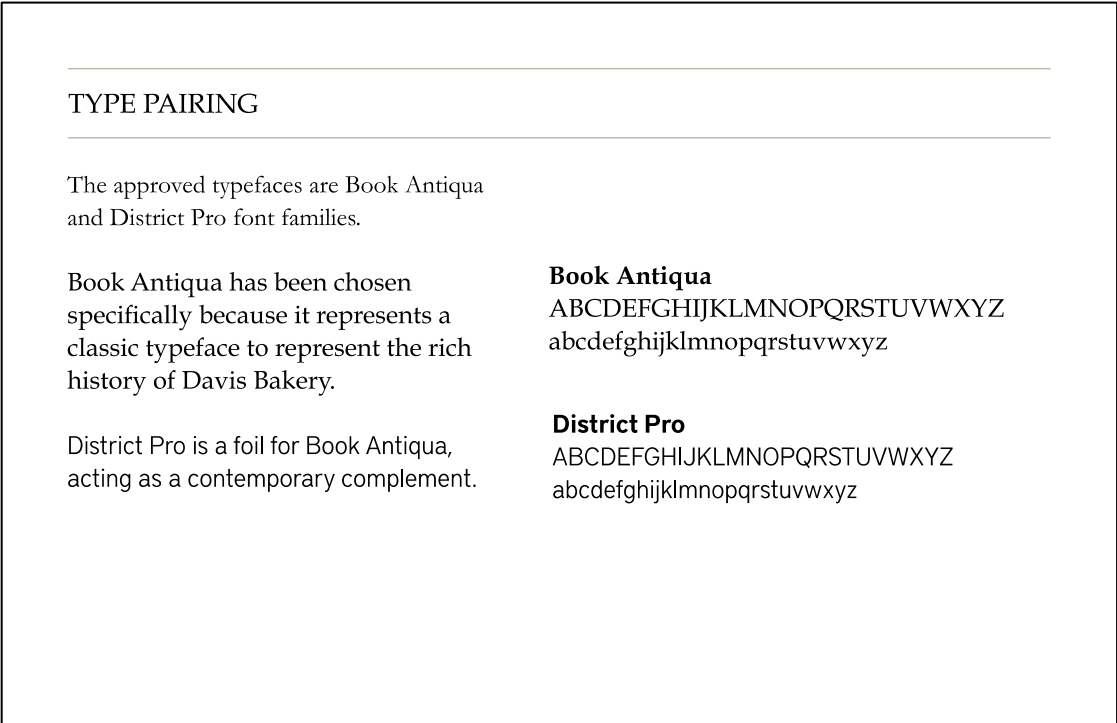
Page 9: Pictured far right bakery's co-founder, Ben Davis and his team of bakers.



Page 10: The above image features Davis Bakery's Chinese cookies, and a key descriptor for the bakery.



Page 11: The Davis Bakery business model, illustrated as an infographic.



Page 12: Above fonts to represent the Davis Bakery brand, Book Antiqua was chosen because it is a class typeface that represents the bakery’s history and District Pro is a modern font, best for digital use, to represent the future of the company.

LOGO TREATMENT



Display of the Davis Bakery logo is critical because this wordmark and symbol represent who we are. The logo has been the same as long as the bakery has been baking rye bread, appearing as signage in the storefronts.

Consistent application of the logo is crucial to the success of our brand. The logo consists of the baker, the wordmark (and, in many instances, the tagline).

Whenever possible, the logo should be reproduced in red on a white background. It can also be used in white over colored or black backgrounds.

Page 13: It is recommended the logo remain the same as it has been for 76 years.

BRAND ELEMENTS



BAKER



WORDMARK

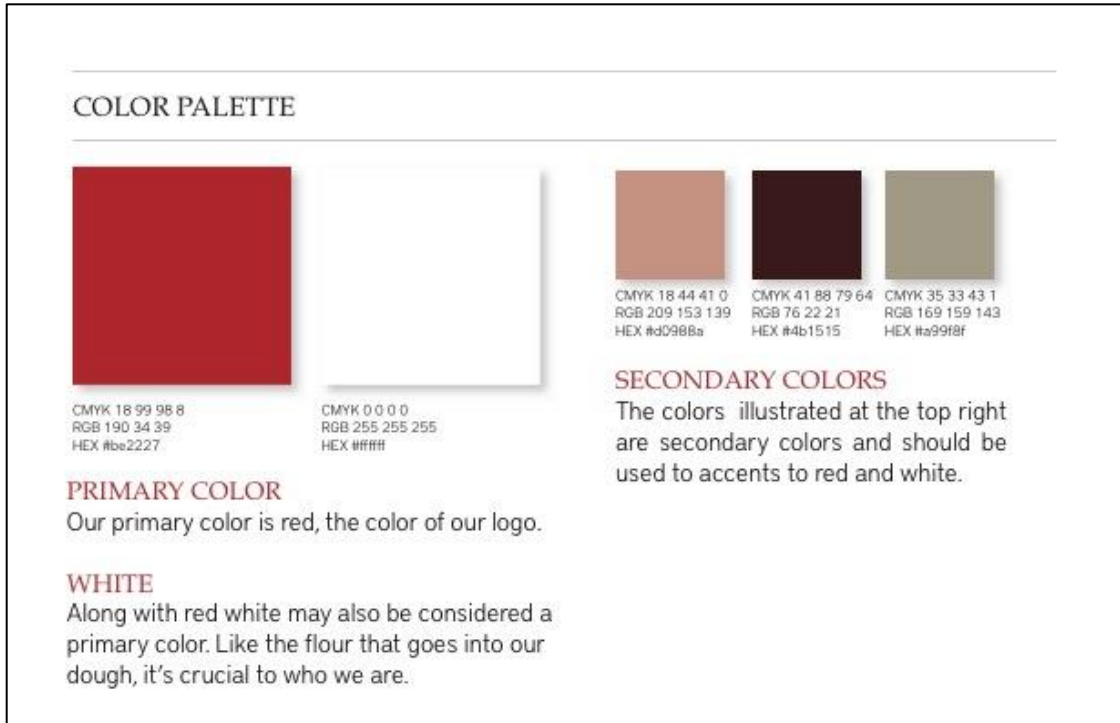


TAGLINE



OTHER BRAND ELEMENTS

Page 14: In addition to the logo, however, we can pull in additional modern elements that add a playfulness to the brand.



Page 15: The primary colors are red and white, which play off the logo. The secondary colors can be used as accents.



Page 16: Pictured is original Davis Bakery wedding cake, illustrating the hand-crafted descriptor of the brand.

HOW TO USE THIS GUIDE

The brand guide can be used to developed all print and digital marketing material, including advertising, social media content, website content and more. The brand guides can also be applied to packaging, menus and in-store materials.

Page 17: The brand guide is developed for the internal team and for any outside vendors (such as an agency) that might need to develop Davis Bakery content and creative.



WOODMERE
28700 Chagrin Blvd.

WARRENSVILLE HEIGHTS
4572 Renaissance Parkway

davisbakery.net
Facebook: Davis Bakery and Deli
Instagram: @davisbakery

Back Cover: The bakery's store locations, as well as the company's digital presence.

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