

2022-10-26

The Burren Smokehouse

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Recommended Citation

The Burren Smokehouse Case Study on Master level Reference No. ECASA_2021_8 EN Authors Dr. Aileen Kennedy (Technological University Dublin) Dr. Tara Rooney (Technological University Dublin) DOI: 10.21427/7yjy-eb58

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Funder: Erasmus +

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Case Study on Master level

Reference No. ECASA_2021_8 EN

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Abstract

The Burren Smokehouse is one of Ireland's best known artisan producers of organic Smoked Salmon, Mackerel, Trout and Gauda Cheese using 100% Irish quality raw materials for its products. This case explores the role of the Brand and brand experiences in the artisan food market. The role of place in the brand story and values is central to The Burren Smokehouse and the expansion of the operation to include a visitor centre has ensured that these values are embedded.

The case explores the role of visitor experiences and asks the student to Identify and discuss the strategic and tactical business and branding issues that the Burren Smokehouse as a whole may encounter in the next 3-5 years.

Keywords

Brand, Customer Experience, State Agency Role, SME growth

Introduction

The Burren Smokehouse is one of Ireland's best known artisan producers of organic Smoked Salmon, Mackerel, Trout and Gauda Cheese using 100% Irish quality raw materials for its products. A family run business the Burren Smokehouse was set up in 1989 by Birgitta and Peter Curtin. Birgitta Hedin Curtin, a Swedish native was taken by the wild unique landscape, rugged coastline, and local culture of the area after a visit to Lisdoonvarna in County Clare (see appendix – map). Birgitta learned her craft in Sweden and brought these skills and expertise to the West coast of Ireland where the idea for the Smokehouse came about after researching the concept in both Ireland and Sweden. Birgitta and her husband Peter started to smoke salmon in 1987 and built the premises of the Smokehouse in 1989. The first smoked salmon that the Curtin's produced was served next to the Smokehouse in the 'Roadside Tavern', which the Curtin family have owned for more than a century.

In terms of establishing the business Birgitta explains "the inspiration we got from the east coast of Sweden is really food tourism. Buy locally, create something, care for the product – smoking we believe is an art and a craft – and sell it direct to consumers. That's how we started, then added on some wholesale along the way as well."¹ The Burren Smokehouse later branched out into mackerel, trout, and eel. Cheese was the latest addition to the package. They source exclusively Irish quality raw materials to produce a superb smoked organic salmon and other types of fish in their highly acclaimed, award-winning artisan smokehouse. The smokehouse is dedicated to sourcing the best of salmon which is reared in the clear and rapid tidal waters off Clare Island (See appendix – map 2). The fish is 100% organically farmed, consequentially the smokehouse is one of the most eco-friendly in the world. Carefully sourcing their quality raw materials for the Burren Smoked Salmon, Trout and Mackerel they control their own quality standards with backup of regular testing from independent laboratories and

¹ <https://fora.ie/birgitta-hedin-curtin-burren-smokehouse-interview-4895664-Nov2019>

regular checks from organisations who certify them such as Bord Bia (Irish Food Board) and Bord Iascaigh Mhara (Irish Fisheries Board).

Birgitta describes the company philosophy as “..we’re innovative. We started in food tourism 30 years ago, it didn’t really exist then. We’re very much community based as well. Sustainability and the environment are very important to us and I think that that sets us apart as an organisation.”² The business had a turnover of about €2.2 million in 2018, ships internationally, and opened their new visitor centre Burren Smokehouse ‘Taste the Atlantic’ in 2019. The company employs a core staff of 15, between smokers, production team, office team and visitor centre team members. This which increases considerably in summer when the retail space and the production area are busy, and during the pre-Christmas season.³ The Burren Smokehouse produces 40 tonnes of smoked fish a year, with significant Christmas orders and a thriving hamper business accounting for nearly half that amount.

Location

The Burren Smokehouse is situated in the heart of amazing landscape within the UNESCO Burren & Cliffs of Moher Geopark. The word "Burren" comes from an Irish word "Boíreann" meaning a rocky place. As a region it is internationally renowned for its unique landscape and flora. Consisting mostly of exposed limestone, it was formed 325 million years ago as sediments in a tropical sea and is rich in fossils from that time. In parts, the limestone is 800 Meters thick. The Burren covers approximately 1% of the Irish landscape and is roughly 360 square kilometres in size. Most of the Burren has been designated a Special Area of Conservation to help protect its unique habitats which include Limestone Pavement, Calcareous grassland, Hazel scrub, Ash/hazel woodland, Turloughs, Lakes, Petrifying springs, Cliffs and Fen (Burren National Park 2021). The Burren Smokehouse is also part of the Burren

² <https://fora.ie/birgitta-hedin-curtin-burren-smokehouse-interview-4895664-Nov2019/>

³ <https://fora.ie/birgitta-hedin-curtin-burren-smokehouse-interview-4895664-Nov2019/>

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Ecotourism Network which is a circle of 20 businesses located in the Burren that are committed to offering environmentally friendly services to tourists coming to the area.

The Artisan Production Process

All Burren Smokehouse salmon is organic and sourced locally from the wild Atlantic waters off the west coast of Ireland. The majority comes from nearby Clare Island, which is the first organically certified farm in Ireland with PGI water status⁴. On arrival the fish is filleted, and hand salted for 3 -4 hours. The salt is then washed off and a marinade applied after which the salmon is hand smoked by Brigitta and their Master Smoker, Peadar over oak shavings and kindling. Small batch cold smoked salmon is smoked at a temperature of 30 degrees for 16 hours. 8 hours is spent drying and 8 hours smoking. The small batch hot smoked salmon is smoked at a higher temperature of 75 – 80 degrees with a drying time of 3 hours and the smoking duration 5 hours. Interestingly, because they are located on the Burren, the air smoked in has a high humidity which produces a uniquely moist product. The result is velvety and firm, a smooth texture, clean palate, and delicate mild oak smoke flavour. The product ranges are as follows: Hot and Cold Smoked Irish Organic Salmon, Wild Burren Smoked Irish Salmon, Rainbow Trout & Mackerel, Hampers & Gifts. The salmon can be marinated in a variety of flavours including honey, whiskey and fennel, seaweed, spices, lemon, dill, and a variety of other flavours (see appendix – product images). Core to The Burren smoke house ethos is to be as sustainable as possible. Therefore, where possible they use only locally sourced organic ingredients from the Burren and surrounding areas.

Unsurprisingly this is an award-winning product. In 2021 won the Great Taste Awards Gold Medal, the Oscars or food awards in Ireland. A judge commented:"A well smoked piece of salmon with a generous covering of lemon zest. The levels of smoke and salt were spot on,

⁴ Protected Geographical Indication (PGI) indicates a particular quality, reputation, or process of the geographical area. PGI status gives products a boost in high value markets.

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while the combination of lemon and whiskey really delivered on flavour. They were complex and balanced and utterly moreish. A well cured salmon."

Birgitta credits this care and commitment to the local ecosystem as the driving factor behind their award-winning products. To date they have won the Green Seafood Process Award in 2018 (sponsored by the Irish Fisheries Board) as well as two Great Taste Awards in 2019 and 2020 (Guild of Fine Food in the UK). In February 2021 they also won the Gold Medal in their category for the International Organic Awards and in 2020 Brigitta won the YesChef award for her personal contributions to the Irish food industry. A full list of their awards can be found in appendix 1.

Birgitta is Chairperson of Slow Food Clare, a member of the Taste Council of Ireland (aligned to Bord Bia) and is currently involved in the Burren Slow Food Festival which takes place annually with a land and sea theme and is run in collaboration with BIM and Fáilte Ireland. She is Chairperson and founder member of the Burren Food Trail and acts as a Wild Atlantic Way Food Ambassador for Fáilte Ireland. She uses her frequent trips to speciality food fairs abroad to promote other quality Irish produce as well as her own. Birgitta was honoured by the Irish Food Writers' Guild, with an award for her notable contribution to Irish food. The Smokehouse is also a verified member of the Origin Green programme, run by Bord Bia (Irish Food Board) since 2016.⁵

The Burren Smokehouse Brand Story

The brand occupies a premium positioning and is stocked in leading retailers in Ireland and overseas. The company engaged with Bord Bia's Brand Forum initiative⁶ and Innovation

⁵ <https://www.origingreen.ie/>

⁶ *Bord Bia's Brand Forum* is Ireland's leading community for marketing practitioners seeking to deepen their marketing skills and grow their food and drink business www.bordbia.ie

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Programmes and in 2015, the Burren Smokehouse underwent a brand refresh with the support of Bord Bia. Product packaging and design was refreshed and updated to reinforce the premium positioning of the brand and to clearly communicate the core credentials of the brand. The launch of the new packaging led to a 30% uplift in sales. The brand story of the Burren Smokehouse is one of premium products, positioned as handcrafted, organic, sophisticated, and sustainable. Figure 1 outlines the Burren Smokehouse brand values.

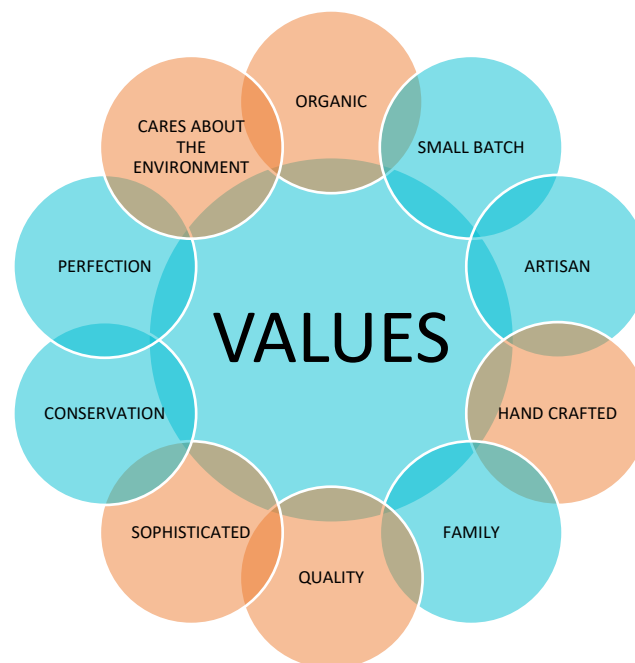


Fig. 1 Burren Smokehouse Brand Values

Place is hugely important to the identity of the brand which focusses on the fact that it is located in the Burren, on the west coast of Ireland. Place provides a strong reason to believe as it is located in the heart of the UNESCO Burren and Cliffs of Moher Geopark. The brand story is focused on the craftsmanship of the product and is conveyed through its traditional small batch hand salting and hand smoking process which is patented and carried out onsite by Peadar and Birgitta. The product is of the highest quality, with excellent clean and mild flavours. The award-winning organic salmon is sourced locally from the wild Atlantic waters off the west coast of Ireland in PGI status waters. Reasons to believe include the quality of the product. The ECASA project (2019-1-DE01-KA203-005037) is financed by Union funds (ERASMUS+). But the content of this document only reflects the views of the authors, and the European Commission cannot be held responsible for any use which may be made of the information contained therein.

which is reinforced through the many awards their salmon has received. Given its organic origins, it is also an extremely healthy product, rich in omega oils. People are core to the Brand story as the product is entirely produced by Birgitta, her family and local employees. Finally, sustainability is a key element in the brand story and evolution. The brand is organically certified, salmon are sourced in PGI waters and fed natural ingredients from sustainable sources, the smokehouse is also a member of the Origin Green initiative run by Bord Bia. Figure 2 presents the core brand themes of the Burren Smokehouse brand. This brand refresh strengthened the brand personality for international customers in the core markets of France and Germany.

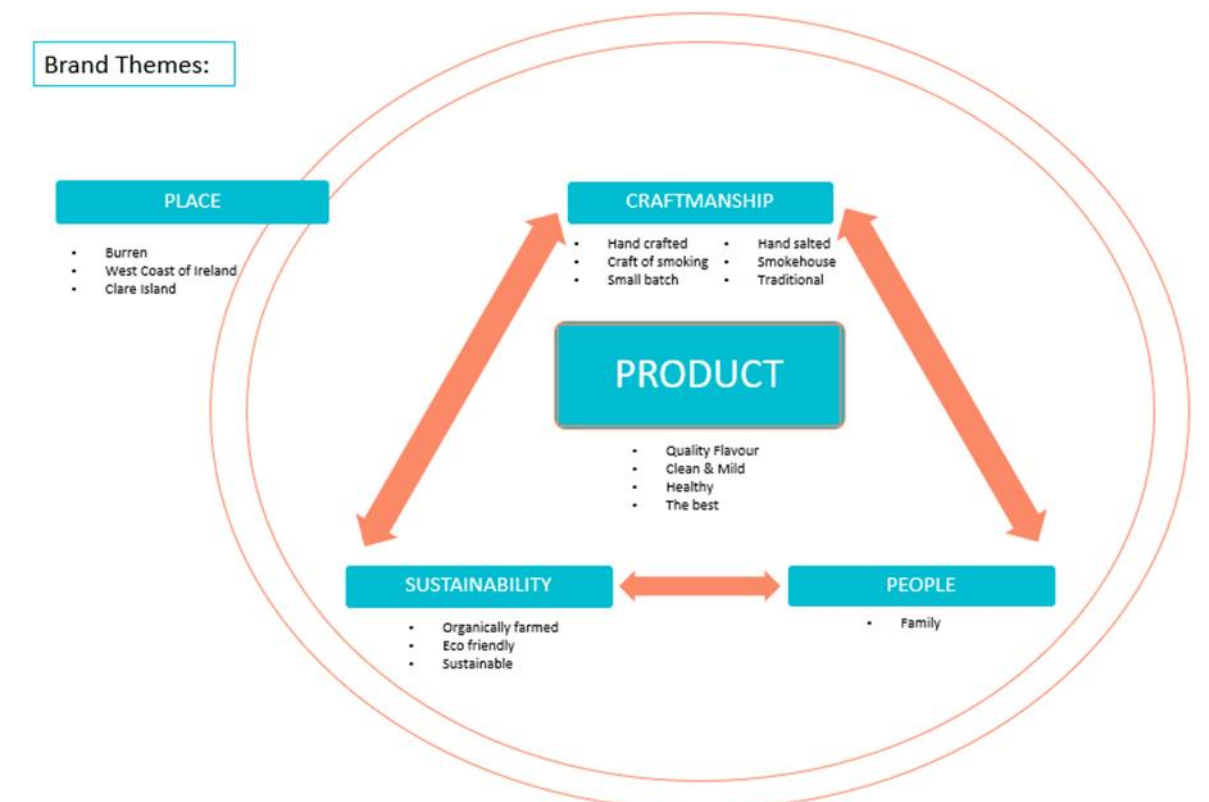


Fig. 2 Brand Themes of Burren Smokehouse

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Customer base

A strong brand story and a growing international profile has meant that Burren Smokehouse Irish salmon is stocked at high-end outlets such as Harrods, Selfridges and Fortnum and Mason, and is currently flying high in Aer Lingus business class along with six other artisan products on a new menu showcasing quality Irish foods. The Burren Smokehouse's growing customer base also attracted interest from the producers of the six-part Wild Ireland TV series, in which presenter Christine Bleakley returns home to Ireland to travel the 1500-mile length of the Wild Atlantic Way. The Smokehouse featured in the first programme of the series which is hoped will lead to increased exposure for, and awareness of, the West of Ireland's food producers.

The Burren Smokehouse delivers its smoked products to shops, restaurants, castles, hotels, and pubs in the area. The Burren Smokehouse signed a contract with global logistics company UPS in August 2015 as part of plans to broaden its overseas footprint and to ensure the Lisdoonvarna company's products sold online can be efficiently delivered to their customers in Ireland and overseas.⁷ The ecommerce platform supports individual consumer purchases as well as a thriving online hamper business and corporate gifting service. The product is also stocked in approx. 80 outlets nationwide including the Gourmet Parlour (Kinsale, Co. Cork), Ennis Gourmet Store (Co. Clare), Avoca outlets nationwide, Sheridan's Cheesemongers nationwide, Sligo Wellness Centre and Health Stores (Co. Sligo), Fallon & Byrne in Dublin and Ardkeen stores in Waterford. Stockists also include retailer chains such as Supervalu, Dunnes Stores, and independent retailers such as Centra and Joyce's Supermarkets.

In May 2019 King Carl XVI Gustaf and Queen Silvia of Sweden visited the Burren Smokehouse to learn about artisan food production in the Burren and to taste Burren Smoked Irish Organic Salmon. Other royals such as Queen Elizabeth II and almost 180 guests enjoyed Burren

⁷ <https://irishtechnews.ie/ups-event-helps-irish-smes-expand-global-footprint/>

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Smoked Wild Irish Salmon as a starter during the historic State Dinner in Dublin Castle in May of 2011, and Prince Charles received a side of Burren Smoked Irish Wild Salmon when he visited the Burren for the first time ever in spring of 2015.

The Burren Smokehouse: ‘Taste the Atlantic: A Seafood Journey’

Birgitta and Peter pioneered the art of creating a visitor experience around their food brand and the Burren Smokehouse visitor centre is a unique attraction along the Wild Atlantic Way. The original visitor centre and shop opened in 1995 to cater for increasing numbers of tourists to the area. An educational element was added showing the sourcing of Irish seafood and the curing and smoking process.

A new interactive interpretive visitor centre experience ‘Taste the Atlantic: A Seafood Journey’ with retail space was launched in October 2019 on the original site. ‘Taste the Atlantic: A Seafood Journey’ is part of a seafood trail showcasing 24 seafood and aquaculture producers like smokehouses, oyster growers and mussel growers, along the Wild Atlantic Way of the west coast of Ireland. This is an initiative from BIM (Bord Iascaigh Mhara) in collaboration with Fáilte Ireland to promote seafood to national and international visitors. The new Burren Smokehouse visitor centre forms part of this wider Bord Iascaigh Mhara (BIM) ‘Taste the Atlantic’ seafood trail and has been financed under the European Maritime & Fisheries Fund. The new visitor centre is a fully interactive space where the story of Irish salmon is told. It is a cultural and educational exhibition for all ages showcasing Irish Wild and Organic Salmon and the traditions and legends of the King of Fish. A visit includes a self-guided tour and a seven-minute video about the smoking process (in English, French, German, Italian, Swedish and Spanish). Customers have an opportunity to sample the various high-quality award-winning products on offer. Additional experiences such as a ‘Master Class’ in salmon smoking and a ‘Meet the Maker VIP Experience’ can also be booked as part of a tour.

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The exhibition starts with an animated shadow play of the Legend of the Salmon of Knowledge. The traditional draft netting of wild Irish salmon fishing is explained in storyboards. Storyboards also follow the Curtin family through history and visitors learn about the milestones the company has reached in the 30 years of its existence. Visitors can enjoy the mosaics telling the story of the "Salmon of Knowledge", savour the nostalgic atmosphere and smell the oak smoke as soon as they come through the door. Visitors can experience and feel the rumble of the production facilities under their feet as they explore the retired kiln and smokebox on display within the centre. Visitors can travel from ancient Ireland to present time using touch screens, light walls, and sound to discover how salmon has featured in Irish mythology to its role in sustaining communities living in some of Ireland's most remote coastal locations today. Visitors learn about how Irish organic salmon is reared in an immersive, engaging, and interactive way. UN Sustainability Development Goals and sustainable aquaculture practices are explored while the nutritional values and health benefits of salmon are also explained. There are quizzes and jigsaws for children and adults on a giant tablet.

Associated Business Interests

In addition to the Burren Smokehouse and the 'Taste the Atlantic: A Seafood Experience' Peter and Birgitta's business interests also include the Burren Storehouse, the Roadside Tavern, and the Burren Brewery. The Burren Storehouse is an industrial themed restaurant and venue which opened in 2016 and is located between the smokehouse and family pub and microbrewery. It's a hybrid of music, big-screen venue, pizzeria, and restaurant. The Burren Storehouse can cater for weddings, birthday parties, conferences, sport and film screenings, banquets, and festivals. It is also a suitable place to watch sports events on the big six-metre-wide screen.

The Roadside Tavern is a gastropub known all over the area for its amazing food, its micro-brewery beers and the traditional music sessions that happen every night in summer. In 2011 The ECASA project (2019-1-DE01-KA203-005037) is financed by Union funds (ERASMUS+). But the content of this document only reflects the views of the authors, and the European Commission cannot be held responsible for any use which may be made of the information contained therein.



pub owner Peter Curtin embarked on a new endeavour when he set up the Burren Brewery in the Roadside Tavern. So now, the building, which in 1865 started off as a pub, then was expanded into a bakery, also harbours a micro-brewery under its roof. His Burren Gold (lager), Burren Red (ale) and Burren Black (stout) are one of only three micro-breweries mentioned in the Lonely Planet Global Craft Beer Guide. One of Peter's specialities is a beer called Euphoria, brewed with wild yeast collected by hand from the Burren rather than hops

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Case questions:

Critically evaluate the role of Bord Bia (the Irish Food Board) and other state agencies in the growth of the Burren Smokehouse.

Within your home country identify and discuss the role and function of state agencies that support the growth and development of SME food companies and food tourism activities.

Identify and discuss the core objectives of the Burren Smoke House Visitor Centre.

Select a food company within your country that has developed a visitor centre experience.

What are the core objectives of the visitor centre for this company?

Do you consider that customer experiences have a role to play in the development of food tourism in the future? Why or why not?

Identify and discuss the strategic and tactical business and branding issues that the Burren Smokehouse as a whole may encounter in the next 3-5 years. How should these be addressed?

Supplemental Case Materials:

Taste the Atlantic - The Salmon Experience at the Burren Smokehouse (1.42 mins)

<https://sw-ke.facebook.com/BurrenSmokehouse/videos/taste-the-atlantic-the-salmon-experience-at-the-burren-smokehouse/835193237374048/>

Taste the Atlantic - Irish Salmon Experience (54 secs).

The visitor centre is a fully interactive space where the story of Irish salmon is told, from its place in Irish mythology and history right up to the role salmon aquaculture plays in sustaining coastal communities in some of Ireland's most remote rural locations. The centre features both traditional artefacts and multimedia in a mixed reality setting and tells the story in an immersive and entertaining fashion. The new visitor centre forms part of the wider Bord Iascaigh Mhara (BIM: Irish Fisheries Board) Taste the Atlantic seafood trail and has been financed under the European Maritime & Fisheries Fund.

<https://www.burrensmokehouse.com/blog/taste-the-atlantic-experience>

Visit us in the Burren: Events and Experiences to visit in the Burren Co Clare, Ireland.

<https://www.burrenexperiences.ie/>

Visit the Burren: Burren Eco Tourism <https://burren.ie/>

Burren Slow Food Festival 2021 - Conversation between Birgitta Hedin Curtin and Robbie McCauley (12 mins 36 secs). <https://www.youtube.com/watch?v=mLUkmKdLapM>

<https://www.facebook.com/BurrenSmokehouse>

Taste the Atlantic – a Seafood Journey is a collaborative initiative between BIM (Irish Fisheries Board) and Fáilte Ireland (Tourism Ireland) to promote the fantastic seafood producers and The ECASA project (2019-1-DE01-KA203-005037) is financed by Union funds (ERASMUS+). But the content of this document only reflects the views of the authors, and the European Commission cannot be held responsible for any use which may be made of the information contained therein.

their products along the trail. The trail stretches south from wind swept Malin Head in Co. Donegal to beautiful Kinsale in Co. Cork, passing some of Ireland's most breath-taking seascapes and landmarks, it's a whole new way to experience the Wild Atlantic Way and to learn more about how Irish seafood is caught and farmed.

<https://bim.ie/news-and-events/events/taste-the-atlantic/> (video clip 3 mins 21 secs)

Bord Iascaigh Mhara (BIM) (Irish Fisheries Board) Supporting the Irish Seafood Industry

<https://bim.ie/>

BIM is charged with supporting the Irish Seafood industry. Its mission is to help develop the Irish Seafood sector through the provision of business supports, technical skills, funding, and training. It too has a sustainable agenda and promotes responsible environmental practices. It provides a range of technical and business supports to a number of fisheries, aquaculture, and processing businesses. BIM also have extensive funding opportunities in the areas of Sustainable Aquaculture, Seafood Training, Brexit Support and Seafood Capacity Building. They also play a role in supporting the local seafood community and local communities as part of the Clean Oceans Initiative which focusses on reducing wastage within the sector. Businesses can also avail of certification as part of their Certified Quality Aquaculture Programme (see appendix). The BIM Origin Green Programme is a significant programme developed to help build a sustainable Irish food and drinks sector. The programme operates nationally and brings together government bodies, private sector operators and key players in the extended supply chain such as farmers and goof producers through to retailers. It is the only national food and drink sustainability programme in the world that help 'the industry to set and achieve measurable sustainability targets that respect the environment and serve local communities more effectively' (BIM 2021). By working closely with the seafood sector, BIM helps businesses achieve Origin Green verification through the development of business goals and objectives. Additionally, it supports businesses in achieving their targets sustainably. For instance in 2019 BIM worked on a project to consider options for end of life oyster bags to help

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find a more sustainable solution (See Appendix - link to go in appendix : Download the report here)

The Wild Atlantic Way <https://www.thewildatlanticway.com/> The Wild Atlantic Way, 1600 miles (2600 km) in length, is one of the longest defined coastal routes in the world. The Wild Atlantic Way is Ireland's first defined touring route, stretching along the Atlantic coast from Donegal to West Cork. It has become synonymous with spectacular landscapes, adventure activities and welcoming tourism operators— and has achieved impressive visibility within overseas tourist markets. The purpose of the initiative was to create scale through a singular brand identity that would be recognisable and visible in key international tourism markets. It focussed on rebranding the west of Ireland as a defined route that would take the overseas visitor from the top to the bottom of the west coast, focussing on key destinations of natural beauty, discovery points and historical significance. Increasing tourism in this region would bring revenue and jobs to the area. In 2015 it created an 11% increase in tourism bringing Euro 4.2 billion to the local economy, 12% in 2016 and an additional 2.6% in 2017 (Interreg Europe 2021). (<https://www.interregeurope.eu/policylearning/good-practices/item/1432/wild-atlantic-way/>)

Failte Ireland (National Tourism Development Authority <https://www.failteireland.ie/>)

Failte Ireland is Ireland's National Tourism Development Authority. Its role is to 'support the long-term sustainable growth in the economic, social, cultural and environmental contribution of tourism to Ireland' (Bord Failte 2021) and to grow overseas tourism. The body works alongside government, state agencies, local authorities, and other representative groups to help make Ireland a key international tourism destination. It assists in developing suitable tourism infrastructures, festivals and attractions, buyer insights, supports for business, buyer platforms and business training programmes to encourage businesses in the tourism sector to innovate and grow. It also helps to develop the business tourism market by helping companies bid and secure venues for large international conferences. They provide tourism businesses The ECASA project (2019-1-DE01-KA203-005037) is financed by Union funds (ERASMUS+). But the content of this document only reflects the views of the authors, and the European Commission cannot be held responsible for any use which may be made of the information contained therein.

with key insights via through consumer sentiment reports, travel trends, hotel performance reviews, key sector statistics and provide access to a range of third-party reports and reviews via their Failte Focus curate library. Funding is also part of Bord Failtes remit. They support the tourism sector through and investment strategy (see appendix). This capital investment programme supports public and private initiatives in capital investment in tourism, grant scheme and strategic partnerships which help advance the body's agenda of making Ireland a world class tourism destination (see appendix).

Marketing is a significant part of what the body provides. They provide a wide range of marketing supports for tourism businesses to help the adapt and pivot to the external environment. Some of their resources include training, marketing with a small budget, building the experience, creating compelling content, using marketing and sales tools, developing sales campaigns, digital marketing and developing visitor itineraries. Before the COVID 19 pandemic, Irish nationals spent Euro 2bn on home visits and Euro 5bn on foreign visits (Bord Failte 2021). Initiatives such as the Wild Atlantic Way will play a key role in Irelands tourism rebound. Bord Failte have four key marketing initiatives promoting regional experience brands: Wild Atlantic Way, Ireland's Ancient East, Irelands Hidden Heartlands and Dublin. The Wild Atlantic Initiative has been hugely successful, most notably, The Wild Atlantic Way.

Failte Ireland -Supporting your Business, The Wild Atlantic Way.

<https://www.failteireland.ie/Regional-experience-brands/Wild-Atlantic-Way.aspx>

Bord Bia/Irish Food Board: Growing the Success of Irish Food <https://www.bordbia.ie/>

Bord Bia/Irish Food Board was established by an act of the Irish parliament (the Dáil) on 1 December 1994. It amalgamated the former CBF (Córas Beostoic agus Feola - the Irish Meat and Livestock Board) and the food promotion activities of An Bord Tráchtála/the Irish Trade Board. It is responsible for the development of the horticulture industry and in 2009 the promotion of Irish sea food was transferred from Bord Iascaigh Mhara (Irish Seafood Board) The ECASA project (2019-1-DE01-KA203-005037) is financed by Union funds (ERASMUS+). But the content of this document only reflects the views of the authors, and the European Commission cannot be held responsible for any use which may be made of the information contained therein.

to become part of Boar Bia's remit. Bord Bia is Headquartered in Dublin and its main function is to support the national and international aspirations of Irish food, drink, and horticulture. The body provides a range of sophisticated supports and services to Irish food businesses such as, Insights and growth plans. It has a range of specific divisions to assist businesses including marketing, marketing communications, brand development, web development, research, think tanks, talent academies and EU funded initiatives such as European Maritime and Fisheries Fund (EMFF) 2014-2020. Bord Bia can also provide financial support to developing food brands through a grant scheme. It has extensive networks of offices in EMEA, Asia and the USA which aid export ambitions of Irish food businesses. Their supports are offered to businesses of all sizes within the Meat and Dairy sector. Bord Bia's vision is that customers around the globe recognise that Irish food and drink is world-class; that it is high quality, distinctive, and made by a diverse range of creative producers from a unique and fortuitous island location. (Bord Bia 2021). The body also engages with the community and has a remit to educate the Irish society on the agri food sector. Its primary schools programme includes resources for teachers, a seedlings programme, foods for dudes' initiatives and resources on organic gardening. It also provides grow guides and gardening advice for the public. Bord Bia's has a targeted and strategic vision of assisting sustainable growth for the Irish food, drink, and horticulture industry. This agenda is part of the Irish government's strategic plan for the development of the Irish agri-food sector. (see appendix Food Wise 2025, Statement of Strategy 2019-2021 Building Differentiation, Winning Growth).

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