

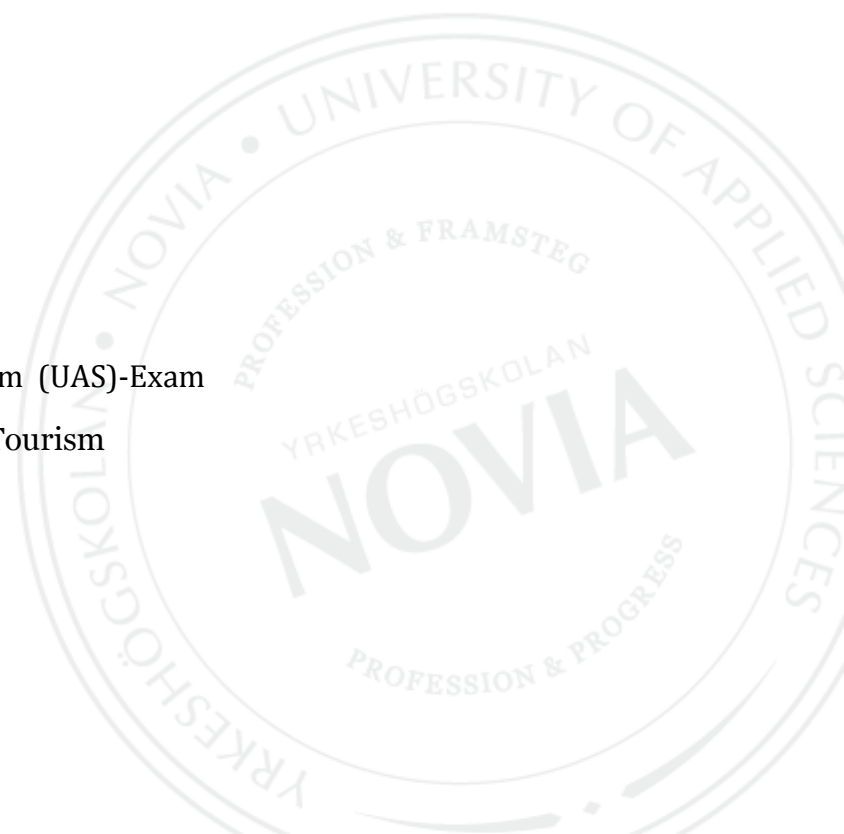


Improvement of Recognition

Recognition Improvement of Gelateria Nuvole's Servicescape and Brand

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Summary

Gelateria Nuvole is a company that makes and sells their own Italian ice cream from two ice cream cafeterias in the centre of Turku. Gelateria Nuvole is planning to expand and become a franchise of ice cream cafeterias in the future. As a franchisor ones concept, product(s) and identity is of particular importance. The identity is to far extent shown through the brand and in the physical spaces of the company. The identity helps customer to create an image of the company and to remember it.

The aim of this bachelor thesis is to help Gelateria Nuvole find out what aspects in the servicescape that customers use to recognize the company. Some of the aspects in a servicescape that can be used to recognize the company are brand elements; therefore brand and branding will be included in this Bachelor thesis. The aspects should also be possible to use in new cafeterias and for an expanding company.

The result of this Bachelor thesis is that Gelateria Nuvole's identity and brand needs to become stronger and more coherent to create greater recognition among its customer for the company. Gelateria Nuvole needs to, foremost improve in its entirety its identity in the servicescape and of the brand. From the theory it was shown that some aspects, specifically brand elements have greater importance in recognition of the company and servicescape than other aspects. The more important aspects where analysed and suggestions on improvement given.

Language: English

Key words: Gelateria, Nuvole, brand, branding, servicescape, ice cream, recognition, recall

EXAMENSARBETE

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Abstrakt

Gelateria Nuvole är ett företag som skapar och säljer sin egen Italienska glass i två caféer i Åbo centrum. Gelateria Nuvole planerar att expandera och bli ett franchise företag i framtiden. För en franchisor är ens koncept, produkt(er), och identitet extra viktigt. Identiteten är till stor del synlig i varumärket och ett företags utrymmen. Identiteten hjälper kunderna att skapa en mental bild av företaget och på så vis komma ihåg det.

Syftet med detta arbete är att hjälpa Gelateria Nuvole ta reda på vilka aspekter i deras servicescape som kunder använder för att känna igen företaget. En del av de aspekter i servicescapen som kan användas för att känna igen företaget är delar av varumärket; därför kommer varumärke och varumärkesutveckling tas upp i detta examensarbete. De aspekter som tas upp skall även kunna implementeras i nya caféer och för ett expanderande företag.

Resultaten av detta examensarbete är att Gelateria Nuvoles identitet och varumärke behöver bli starkare och mer sammanhängande för att skapa starkare igenkänning av företaget hos sina kunder. Gelateria Nuvole behöver främst i sin helhetförbättra sin identitet i servicescapen och i sitt varumärke. Utifrån teorin visade det sig att vissa aspekter, särskilt vissa varumärkes element har större betydelse i igenkänning av företaget och servicescapen än andra aspekter. De viktigaste aspekterna har blivit analyserade och förslag på förbättringar har givits.

Språk: Engelska

Nyckelord: Gelateria, Nuvole, varumärke, varumärkesutveckling, glass, igenkänning, minnas

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1 Introduction

Gelateria Nuvole¹ is a company that make and sells their own ice cream through their own cafés. It is owned by two Italian men, Stefano Morosi and Arcangelo Tursi. Their two cafés are situated in the centre of Turku in the Hansa shopping centre. They have sufficient amount of customers and many customers know their well tasting Italian ice cream but few know their name, Gelateria Nuvole. Nuvole is now planning to expand their business from two cafés to a franchise.

The problem Nuvole stands in front of is that their high quality, well tasting, well-liked product is not all that is needed when expanding their concept. Today the company has satisfied customers but few would be able to recognize Nuvole from its name or physical aspects. Many customers know Nuvole only as *“the place in Hansa that has great ice cream”*. The physical location of the cafeteria is used as the main recognition and recall factor. This creates an obstacle for Nuvole in expanding and creating a franchise, since a franchise will be in different locations and still needs to be recognized as the same. To be recognized by potential customers is also an important aspect in finding willing franchisees for their concept.

The reason why recognisability is important for Gelateria Nuvole is because one advantage of buying a franchise license instead of starting one's own café or restaurant is that the company's brand identity and offering is already established. The persons opening up franchise cafés and restaurants do not have to think about creating a brand, marketing, menus, interior design and such. That has already been planned and decided by the franchisor; the franchisee only has to think about the business, to sell. On the other hand, if the franchisor does not have a strong company brand, marketing or interior design, it is a lot less appealing to buy the franchise license because there is too much uncertainty. (Siegel 1977:84). This is what I as the author want to do for Nuvole, help them to become sought after and remembered.

¹ Will often be referred to as Nuvole

1.1 Aim

The aim of this Bachelor's thesis is to find out what aspects of a physical environment (servicescape²), specifically in a café, that customers use as recognition points³ for the company. These recognition points refer to what the customers remember and recall about the café and the company. These recognition points should also be possible to implement in other cafés owned by the company, so that they are also recognized as belonging to Nuvole. These recognition points should be part of what differentiates Nuvole from competitors and makes them recognizable.

These points are important parts of a brand and therefore I will also be looking at the aspects of the brand that can be shown in the servicescape and which relates to the physical environment. Questions that I have asked myself while doing this Bachelor's thesis are: what must be the same or similar in the servicescape for a person to recognize that two cafés belonging to the same chain and what can be different? What are the focus points in the servicescape that let a person recall the brand and recognize it? How do you make someone remember something and then recall it?

I have made several limitations for this work to make it more focused. I will shortly tell about those limitations. An aspect that could count as a part of the physical environment is the employees, their behaviour and clothing. I will not discuss this because the employees are all different from each other and how to create a coherent customer service profile would be its own Bachelor's thesis. I have also not discussed how a customer's perception of the service (thinking it to be good or bad) affects how well a customer remembers the place. With this I mean that it is possible that people that have experienced an exceptional good or bad service or product will remember it more clearly than a person that just felt it was normal. I have in general discussed which aspects are the ones that are important in remembering a company and a physical environment. I have neither been looking at how to market the company beyond what the servicescape does; even if marketing is a great tool in getting the company known and recognized.

² A company's physical facilities and other forms of tangible aspects and communication

³ Objects or the like that is used to remember something

1.2 Disposition

Chapter two to four is theoretical background information about branding and the servicescape that relates to recognition and what is important in recognition of the servicescape. The following chapter after that discusses Gelateria Nuvole in detail so that in chapter seven an analysis of Gelateria Nuvole can be made from the theoretical information provided. From the conclusions that are made in the analysis I will to my best ability, and with the help of the theoretical information, advice what Nuvole concretely could do to improve recognition for them and their cafés. Finally, I will briefly discuss the assignment and what I have learned.

Because this work is about visual spaces, things and symbols, I have included several pictures so that it will be easier to understand and visualise. As the common expression says: a picture says more than a thousand words; I ask of you to take a look at the pictures and figures included so that it will be easier for you to follow my thoughts and analyses. If you want to have some idea about how Nuvole looks before you start reading, please refer to the appendix.

2 Corporate identity

In today's world there are more companies in every industry than any normal person can count and remember. For this reason for a company to become successful, they need to be noticed and remembered so they later can be recalled and recognized. For this to be possible companies need to create an identity. (Rossling & Hinn 2000:13, 14). Corporate identity is *“a set of verbal and visual symbols, used by the company to enable target audiences to associate messages and products with the company, and to signal to the world at large how the company wishes to be perceived.”* (Rossling & Hinn 2000:12). Persons interpret these symbols and signals, evaluate them and create a personal image of the company. This is often referred to as the company's brand and brand identity. *“The most successful identities are built on clear, unmistakable and persistent messages in accordance with the company's goals”.* (Rossling & Hinn 2000:14).

The corporate identity is the sum of everything that a company says and does and is projected through people, products, designs, advertising, etc. (Rossling & Hinn 2000:14). Limitations for this work are the parts of the corporate identity shown through the servicescape and that can be memorized and used to recognize the company, services or

products sold. The servicescape is not separated from other parts of the corporate identity but an expression and extension of it; therefore I will also bring up parts of the corporate or brand identity that is relevant to this.

During the gathering of the theoretical background I got an understanding of how important the brand identity is for a company and the recognition of it. Even more: A company's brand has preference in the customer's mind, ahead of non-branded products and services. (Rossling & Hinn 2000:46). Therefore, I have discussed the concept and importance of a brand quite extensively.

Here follows information about the brand, what it is, and what all is included in the brand that can be transferred to the servicescape and used as recognition points within it. I will also talk about what brands means for customers and how a brand can affect the customers' memory and ability to recognize and recall the company. After this I will talk about what is important in a servicescape for showing the corporate identity and what is important for the customer in remembering and recognizing the space and the company. In these parts several concepts within the corporate identity will be presented. Because several terms have already been mentioned, and several more will be mentioned and described later, I have made table with the most important ones and how they are connected so that it will be easier to follow which can be seen on the following side. I, the author has myself compiled it.

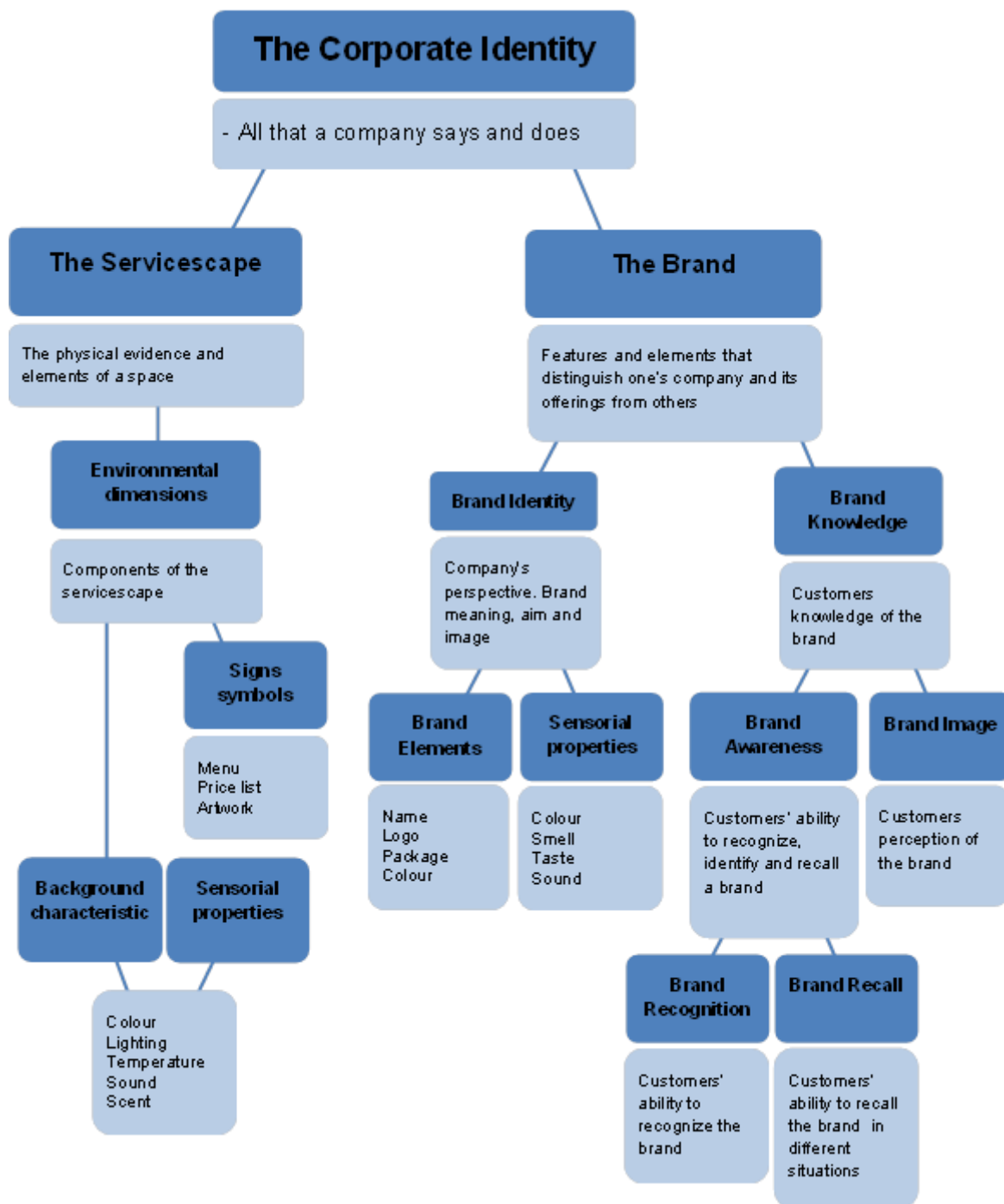


Table 1 The corporate identity and its components

2.1 Associations and to Remember

There will be a lot of text about a person remembering and recognizing a brand or brand element, but how do you come to remembering something and what can a company do to make a customer remember them better? Franzen and Bowman have tried to answer questions like these in their book *The Mental World of Brands 2001*. Associations play a big role in remembering and recalling. Association is when one memory element is linked

to another and this can be almost any type of element: colour, sound, shape but also emotions, attitudes, habits and so on. One example is that when a person sees a red sports car they almost instinctively think of Ferrari; Ferrari has made a strong association to the colour red. (Franzen & Bouwman 2001:49; Aaker 1996). Several laws regarding the emergence of associations and influence on association strengths have been formed. The first, most general law of these is that of contiguity: elements that are perceived together in time (simultaneously) and space (contiguously) will be connected. The second important law is that of repetition, the more the same elements are perceived together the more connected they will become. The third law is that of similarity: stimuli that indicate the same thing will be connected to each other. The fourth law is that of recency: those associations that are formed last will be the easiest to remember. Another law is that of vividness: unique exceptional associations are remembered more easily than less vivid ones. (Franzen & Bouwman 2001:52-53).

3 The Brand

A brand consists of features and elements that distinguish one company's product or product line from others. One of the most quoted definitions of what a brand is, is from the American Marketing Association in the 1960's: *"A name, term, sign, symbol, or design, or a combination of them, intended to identify the goods or services of one seller or group of sellers and to differentiate them from those of competitors"*. (Keller 2002:2). The Encyclopaedia of Business and Marketing (The Encyclopaedia 1996:390) defines brands as: *"Brands represent a company or product's intangible values, which reinforce the loyal relationships between producers and consumers"*. The Encyclopaedia also says that: *"a successful brand can be defined as an identifiable product, service, person or place, augmented in such a way that buyers or users perceive relevant, unique added values which closely match their needs"*. (Encyclopedia 196:391). A company's idea, product or service can be copied by competitors but a brand is unique. (Rossling & Hinn 2000:45). A brand is used to communicate product values and product enhancements to consumers. (Encyclopedia 1996:390). The brand is usually looked at from two different angles, the consumers' and the brand owner's, which will be explained in *Brand knowledge* and *Brand image*.

3.1 Brand Knowledge

The term *Brand knowledge* is usually divided into two parts, *brand awareness* and *brand image*. This “knowledge” is not exclusive to brands, a company or a store can also have awareness and image without having a designed brand. (Keller 2008:51; Cohen, Andersson, Eijvegård & Kjellström 2010:45). Brand awareness refers to how well the customer can *recognize* and identify the brand in different situations and how well he can *recall* it. Brand recognition refers to the customer’s ability to recognize the brand from previous exposures to the brand. Brand recall relates to the customer’s ability to recall the brand when thinking of the product category, the needs it fulfils or situation it is used in. To create brand awareness, the customer needs to have repeat exposure to the brand. The more a customer experiences the brand and its different elements through seeing and hearing about it, using it, the more likely it is that the customer registers the brand in his or her memory and creates a strong *brand engram*. Much of this is done through advertising. The different brand elements are also important factors in creating a brand engram, which are a part of the brand identity and will be discussed in *Brand elements*. (Keller 2008:51, 54-55; Batey 2008:4).

Brand image refers to a customer’s image and view of the brand. The brand for a customer is “*the set of associations, perceptions and expectations existing in his or her mind. Brand associations are created, sustained and enhanced by every experience and encounter a customer has with the brand*” (Batey 2008:4). These associations, perceptions and expectations of a brand in a consumer’s mind are called brand engrams, the customers’ knowledge of the brand. (Batey 2008:4).

3.2 Brand Identity

Brand identity refers to the company’s perspective of the brand and how they want the brand to be perceived. Brand identity is meant to specify meaning, aim and identity for the brand. The company creates the identity and one big part of it is through brand elements. If a company has created a successful brand identity, customers brand image should be similar to it; conveying that customers’ perception of the brand is similar to how the company wants the brand to be perceived. To create a strong unified brand that lasts and can be developed, several facets should be considered. (Kapferer 2007:99, 107; Batey 2008:32). The next two chapters describe the parts a brand should have or can have that are relevant for this work.

3.3 Brand Elements

A brand consists of brand elements, which are the components that differentiate it from other brands. All the brand elements together are a part of the brand identity. These elements are a crucial aspect in brand knowledge. The brand elements that this thesis work will focus on are the physical elements of a brand that can be used in the design of the servicescape and improve the recognition of it. These elements are: name, logo and aesthetics such as colour and packages. (Keller 2008:140). The elements are a crucial aspect in brand knowledge. Some elements are easier to remember and can improve brand awareness. In general there are six criteria brand elements should fulfil: memorability, meaningfulness, likability, transferability, adaptability and protectability. For this thesis the relevant criteria are memorability and transferability. Memorability refers to brand awareness. The features of the brand should be easily recognized and recalled. Transferability relates to the possibility to create a line extension and/or possibility to transfer the brand across geographical borders and other segments. (Keller 2008:54, 140-143).

3.3.1 Brand Name

One of the central aspects of a brand is its *name*. The name element can be the company name or something else, it can either be descriptive, referring to the type of company or products that are sold, or it can be abstract. (Keller 2008:147). Most things regarding a brand change over time, but the name always stays the same (Franzen & Bouwman 2001). *“Brand names that are simple and easy to pronounce or spell, familiar and meaningful, and different, distinctive, and unusual can obviously improve brand awareness”* (Keller 2008:147). A name with meaning can make it easier for the customer to remember it, because the customer does not have to learn a new word. On the other hand, for a name to have high recognition, the name should be distinctive, unusual and different from others. The pronunciation of a name should also be taken into consideration. If a name is hard to pronounce a person might choose not to pronounce it at all, in risk of embarrassment. (Keller 2008:147, 149, 150).

According to the Encyclopedia of Business and Marketing (1996:359) studies have shown that when choosing which product and brand to buy, the main information cue used by customers is the brand name. *“The rationale is that, upon recognizing the brand name, the consumer rapidly interrogates memory and, recalling satisfaction from the last purchase,*

selects the brand". (Encyclopedia 1996:395). The brand name can often be part of the brand logo, which now will be discussed.

3.3.2 Brand Logo

The name is a central element of a brand but also the visual element, *the logo* is very important. The logo connects the brand with the customer. A logo can consist of the brand name in a unique font and design or it can be a shape or a symbol or a mix of both. For example, the logo for Coca Cola is the brand name but for Apple the logo is the symbol of an apple. (Keller 2008:155-156; Keller, Taute & Capsule 2012:142). When a person looks at something and recognizes it, the first thing that the brain notices and remembers is the shape, secondly the brain remembers colours and associations connected with the colour, thirdly the brain process language so the actual words are the last to be recognized. (Wheeler 2006:9). Therefore the brands shape or picture and its colours should be well designed and with a meaning behind it (Batey 2008:152). According to Aaker (1996) "*A strong symbol can provide cohesion and structure to an identity and make it much easier to gain recognition and recall*" (Aaker 1996:84). When a person understands the meaning of a brand logo the person's recognition and memorability of the brand accelerates (Wheeler 2006:20). Logos and symbols should be distinctive and easy to recognize, to help customers identify the product or company. (Keller 2008:155-156).

Today there are thousands of logos, a person cannot remember and recognize them all. Simplicity in a logo can here have a positive effect, the simplicity makes it easier to remember. Uniqueness is a second thing that should be taken into consideration. Unique logos stand out and are memorable. Metaphor⁴ is a third way to differentiate, to create a metaphor relevant to the company's vision, to tell a story with the logo. For a logo to be remembered by the customer for a long time it should be attached to something in people's lives, something they want to remember; the logo need to mean something. (Keller, Taute & Capsule 2012:126, 128, 130).

A real life example is the launch of Blue Parrot Café by Sainsbury's, selling children food products. They had several potential logos, one of them being a picture of a blue parrot. The Blue Parrot was chosen because it was the most concrete and they noticed the positive

⁴ A figure of speech in which a word or phrase that ordinarily designates one thing is used to designate another, thus making an implicit comparison, as in "a sea of troubles" (The Free Dictionary 2013)

responses from the trial group the Blue Parrot itself (the logo) had on the liking of the product line. (Datamonitor 2004:8).

3.3.3 Packaging Design

Packaging, the container or wrapper of a product is also a part of the brand elements. The packaging can help identify the brand and convey information about it and the product. The package can help form an image of the brand for the customer and is an essential part of the purchasing and consumption process. The package has aesthetic attributes such as size, shape, material, colour, text and graphics. One reason to focus on packaging is that the strongest associations customers have with a brand are from the packaging. (Keller 2008:165-168). For many customers there is little distinction between the brand and the packaging design. (Klimchuk & Krasovec 2006:40). Packaging can in such way be a cost effective way to increase brand recognition (Keller 2008:165-168). Packaging design is used to visually differentiate the product from others. Without design on products, products would look very similar. (Klimchuk et al. 2006:35). When designing the package, the four most efficient attention grabbers are: colour, physical structure or shape, symbols, numbers and, typography. (Klimchuk et al. 2006:35, 82).

The Good Humor Company (a very successful ice cream company from the beginning to the middle of the twentieth century), earned a lot of its brand knowledge through its packaging. It was the first company to have ice cream on sticks and not in cups. Their push carts were also easily identifiable and had sleigh bells. The ice cream sellers were also a part of their success with their tidy looks and well-kept uniforms. (Kerr 1983). The company Oberweis, owning ice cream parlours in the USA have reached their success through their design and authenticity. Their ice cream parlours are designed as the old ones from the middle of the twentieth century. They serve the ice cream in glass dishes and with a metal spoon and not in paper cups which differentiates them from many other companies. (Walkup 2005:54). In the previous example, while not having a package, the company used the whole interior of their parlours as their package to show personality.

3.4 Sensorial Properties

For a product but also for a shop, retailer or service provider, a product's sensorial properties can be used for brand strengthening and memorability. Some of these are directly related to the brand elements but some are specific for each product the company has. What has already been mentioned is the look of the logo and the package. Others are colour, smell, taste and sound. They relate to humans' five senses. (Batey 2008:49, 51). All of these are also important in a space and since this work is mostly related to the servicescape's smell, taste and sound will be described further in "*Servicescape*". Here the importance of colour will be discussed.

Colours are important for a brand and products. Colour plays a crucial role for brand recognition. The colours used by a company should be consistent across different areas of the brand/corporate identity, such as package design, logo and advertisement. (Wheeler 2006:110). One can create association between a specific colour and a brand, such as Fazer and the colour dark blue. The company can use the properties people associate with different colours to convey a message. For example red conveys love, energy, and speed; blue conveys relaxation, coolness, water; while green conveys nature and the environment. Therefore many sports cars are red, water bottles often have some blue details and eco-friendly products usually play with the colour green. The reactions people have to colour are a combination of biological, physiological, psychological, cultural and social factors. (Batey 2008:55-57). Some of these are the same in many cultures but the meaning of different colours also differs between cultures and persons. (Batey 2008:55-58).

Since there is a myriad of colours with different meanings this thesis will focus on the colours that are relevant for it, brown and sky blue. Blue in general is described by Klimchuk et al. 2006 to symbolize dignity, loyalty, truth and wisdom, coolness, water but can also symbolize sadness and, solitude. Blue can communicate strength, trust, stability and security. Blue is often said to have a peaceful and relaxing feeling. (Batey 2008). Azure, that is a variation of blue, is the National colour of Italy and also used on Italy's football shirts. The sky blue which is relevant to this thesis is a variation of azure. (Wikipedia 2013).

A lot of design-, brand- and, product- development books have a chapter about colours. (Klimchuk et al. 2006; Batey 2008; Rossling 2000; Wheeler 2006, et al.). The colours mentioned are red, orange, yellow, green and blue, but one very common and well-used colour that is not mentioned so often is brown. Brown is a colour that works well with

many other colours, especially those in the same tone. Warm brown is the colour relevant for this thesis since Nuvoles uses this colour a lot. Romphilla connects warm browns with the natural world, nuts, woods, spices, coffee and cocoa. (Romphilla 2005:151).

The book "*Colour for interior design*" has a chapter titled Ice cream cool. The introduction to the chapter goes like this: "*Italian ice cream, all the colours in this country house look as they should be scooped out of tubs and offered in cones*". The colours presented in the house are all pastel colours. (Romphilla 2005:151). In 1986 Kim Byholm made his thesis in Hanken School of economics about the competitive tools for the ice cream business on Vaasa square and came to the conclusion that colours are an important part of an ice cream kiosk. His findings showed that the combination of white and red was not so favourable, but yellow and pastel colours were better choices. (Byholm 1986:85).

3.5 Conclusion

A brand is built up by different pieces; all should fit together and show coherence to create a good brand identity. The brand identity should be consistent and consistently shown, giving a clear picture for the customer. For example, the same vocabulary, colours, shapes fonts and patterns could be used to create coherency. (Wheeler 2006:28-29). The brand has become the identity of many companies and cannot be directly distinguished from the company. The brand is not just a logo anymore; it has become a part of the company offerings and design of the physical environment and physical evidence.

An ice cream survey in England of 108 persons had as one of its objectives to find out what influenced consumer's choice of ice cream brand. There were six alternatives: price, brand, packaging, experience, ingredients and sensory quality. None of the alternatives had an extra high or low amount of answers; which shows that all are important. The diagram is attached in the appendix as figure 1. The answers on what was most the important influence factor of the choice of brand was the sensory quality (taste, texture), followed by previous experiences with the brand and price. The fourth most given alternative was brand, followed by ingredients and last packaging. (Bower & Baxter 2000:828).

4 Servicescape

The servicescape is the company's physical facilities, environment and other forms of tangible aspects and communication. The servicescape can be used to express the brand or corporate identity. (Zeithaml 2009:313; van Amerongen, Christiaans 2004:63). Hoffman et al. (1997:219) says that "*perceived servicescape is a composite of mental images of the service firm's physical facilities*" (Hoffman et al. 1997:219). The servicescape elements include both exterior and interior attributes among a few other tangibles. Exterior attributes includes such as signage and the facility's exterior design. Interior attributes include among others: design, layout, equipment, décor, sound, smell and lighting. Other tangible elements are employees clothing and billing statements. A company's web page also belongs to the servicescape. (Zeithaml 2009:313).

The servicescape is as it implies especially relevant for services, where the intangibility and perceived risk of purchase is high. Since services in general are intangible the servicescape is used to inform the customer what to expect in regards of type of service and quality. It can also be used to increase knowledge about the company. (Zeithaml 2009:315).

The physical environment can be filled with cues that communicate a firm's image, purpose and offering to its customers. (Zeithaml 2009:315; Bitner 1992:57). Bitner (1992:67) describes the servicescape as: "*a visual metaphor for an organization's total offering. In other words, the dimensions of the servicescape act as a package, similar to a product's package, by conveying a total image and suggesting the potential usage and relative quality of the service*". According to Zeithaml "*the servicescape is the outward appearance of the organization and thus can be critical in forming initial impressions or setting up customer expectations*" (Zeithaml 2009:319).

The physical evidence has a strong connection to the company and its brand. "*Smart companies like Apple Store [...], Starbucks, FedEx, and Marriott spend a lot of time and money relating their servicescape design to their brand, providing their customers with strong visual metaphors and "service packaging" that convey the brand positioning.*" (Zeithaml 2009:319). This means that the servicescape should correlate with a company's brand, mission and vision to give a coherent message about the company and what is offered. "*A part of the firm's image is created by the physical space in which transactions*

occur” (Gonçlaves 1998:41). The design of the servicescape can also be used to differentiate a company from competitors. (Zeithaml 2009:323).

The overall perception a customer has of the servicescape allows the customer to form a mental image of the firm and to categorize it mentally. This categorization in its broadest meaning can refer to the ability to distinguish a fast food restaurant from an elegant sit-down restaurant. It is also about recognizing one particular chain of restaurants. For a company to create a feeling for a type of restaurant several things can be used, lighting, furniture, layout, sensorial properties and so on. Depending on how comfortable the furniture is, what privacy one has and the noise level, it can make a person want to stay longer or shorter in the space (Zeithaml 2009:326-330; Bitner 1992:66).

4.1 Environmental Dimensions

Environmental dimensions consists of ambient conditions which is to much extent background characteristics and sensorial elements, such as colours, lighting, temperature, sound and smell. To environmental dimensions also belong signs and symbols. These conditions can affect how customers respond to a place and feel about it; also how well they remember the place. The meaning and importance of Colour has already been presented in “3.3 Brand Elements” so here a few other things will be presented; first off is sensorial properties.

Smell can be important for many products and brands. Starting in the 1980’s and still continuing today, many grocery stores bake bread in the store to make the smell noticeable so that customers will buy more bread and other products. Specific smells can also be connected to specific memories and therefore create a strong connection between the two, creating a strong recognition point. (Batey 2008:63-65). If the offering does not have a natural scent that can be used, the company needs to make sure it does not smell bad, or “wrong”. Some experts in scent creation have noted that a firm should smell like it is supposed to, according to the markets’ expectations’ to not create negative impressions. (Hoffman & Bateson 1997:228-229).

Connected to smell is taste, 90% of what a person tastes is through smell. For many products and brands the taste is what makes it different and unique. The look of the food and drink can also affect how it will taste. Research has been done showing that coffee in different colour cups are perceived to taste different. Coffee in a yellow cup was perceived

as weak, coffee in a blue cup was perceived as mild and coffee in a red cup was perceived as rich, while coffee in a brown cup was perceived as too strong. The hue of the colour of the product can also have importance. It has been shown that food with more colour usually seems to taste better than more bland-looking food. We taste what we see, so to speak. (Batey 2008:57, 61-62).

The servicescape is also used to communicate about the place to the customer. This can partly be done through signs and symbols. Signs are used on both the place's exterior and interior. Signs can be a very important aspect in communicating a firm's identity, its offerings and about the company. Signs can communicate where the service is located, about different departments, what is offered, prices, where the entrance is and so on. (Bitner 1992:66). One very important sign for a company is the sign that is on the exterior, there to identify the firm and to attract attention. That type of sign is often one of the first things a customer sees and notices about a place. (Hoffman et.al 1997:226). *“Ideally, signs should indicate to consumer the who, what, where and when of the service offering. The sign's size, shape, colouring, and lighting all contribute to the firm's projected image.”* (Hoffman et.al 1997:226). The sign should be consistent with the brand and is often based on the logo. (Hoffman et.al 1997:226).

Other environmental symbols and artefacts can in a more subtle way communicate about the company and the meaning and type of place. To this belongs artworks, certificates, floor covering, personal objects showing and so on. The quality of the servicescape elements are also an important factor. (Zeithaml 2009: 334-336).

4.2 Designing the Servicescape

When designing the servicescape, the first thing that needs to be done is to establish what type of place it is going to be and what should be accomplished through it. It needs to be in line with the company's identity, its goals, vision and offerings. The servicescape needs to be designed in a way that fits with what is sold and to the price that it is sold. The servicescape needs to show consistency in everything to create a uniform impression (Zeithaml 2009:336, 337; Levy, Weitz 2004:588). In the servicescape the company can create associations to their own identity and brand, creating an even stronger image of themselves for the customer.

When designing the servicescape, flexibility needs to be taken into consideration, if the same furniture and elements will be used in different stores/cafés, they need to be such that they can work in different spaces and combinations. The layout and furniture and lighting chosen will help in conveying what type of establishment it is and hint to what is being offered. (Zeithaml 2009; Bitner 1992). Lighting is not something that can be used as a recognition point in itself but it is a big help in enhancing other recognition points; it can be used to highlight symbols, highlight what is being offered, and draw attention to other things (Levy et al. 2004:589).

The colours and symbols used can help in creating associations and connections to the brand and what is being offered. The colours applied should work with the company and brand identity and enhance the association between the two. (Baker 2007; Franzen & Bowman 2001). When developing and creating the servicescape it should be consistently applied throughout the firm to be the most effective. (Gonçlaves 1998:41). Gonçlaves (1998:41) writes that *"service providers need to provide signs of tangibility to obtain and retain customers and to develop a consistent, understandable image in the minds of customers and prospects."* (Gonçlaves 1998:41). Bitner concludes in her article about servicescapes 1992: *"Finally, the physical environment can serve as a differentiator in signaling the intended market segment, positioning the organization, and conveying distinctiveness from competitors. Each of the roles can be shaped to a significant degree to support important services marketing and management objectives of the organization"* (Bitner 1992:67). When a company clearly signals the type of place it is, it is easier for the customer to remember it and the company (Batey 2008).

5 Gelateria Nuvole

In this chapter Gelateria Nuvole will be presented. First Nuvole's identity will be described and then the product offerings. After that the company's servicescape will be discussed and finally their strengths and weaknesses. The information presented here derives from the interview with the owners and from the observations done for this thesis.

Gelateria Nuvole opened its first café in 2008, this spring (2013) they opened a second café in the same shopping centre in Turku. They opened the second café when I was in the middle of writing this Bachelor's thesis; I choose to also include and analyse it. The reason for them to open up the second café in the same shopping centre and not anywhere else was because the owners feel it is the centre of Turku with the most people around and

therefore the best place for a café. The cafés being so close to each other also helps the logistic, in taking the ice cream from the original café to the new café. What more, it is easy for the employees to switch café during the day depending on amount of customers and so they can take lunch breaks. Further on in the text, the first café will be referred to as the *original café* and the recently opened one as the *new café*. Stefano Morosi and Arcangelo Tursi, are the owners and they make the ice cream, take care of the administrative work and planning. In addition to themselves, they have two full time employees and a few part time employees that work in the cafés.

5.1 Nuvole's Identity

The owners Mr Morosi and Mr Tursi informed me that Nuvole's long term goal is to create a franchise that will have cafés in all the major cities in Finland in strategic locations, such as shopping centres and summer places. Their vision is to have as many Gelateria Nuvole as possible all around Finland. The owners emphasised that creating good, high quality ice cream is what is the most important. They want to make good ice cream to the Finnish people and teach them what good ice cream is; this is also what they invest in.

Mr Morosi, the owner, told me that they have their hands full with just making and selling the ice cream. The creation of a strong identity or brand identity has not been a priority for them until now, when they are planning to expand. Mr Morosi said that when they had only one café, Nuvole was only a company, but now when they opened up the second café and are planning to start a franchise, it has become a brand. Mr Morosi and Mr Tursi have by themselves decided about the brand and servicescape design. (Morosi & Tursi, personal communication, 05.03.2013).

Here follows a short presentation of Nuvole's brand elements. Much of the details of the brand elements will be presented in the "*Analysis*" so that not too much repetition will be done.

Gelateria Nuvole is a single umbrella brand that is used for the whole company and all of Nuvole's offerings. Gelateria Nuvole is the company's name; it is Italian and stands for "*The Ice Cream Bar Cloud*". They chose this name because Gelateria stands for the type of company they are and Nuvole (cloud) was chosen because they think the ice cream in the containers looks like clouds. (Morosi & Tursi, personal communication, 05.03.2013).

The company logo is an ice cream cone with three scoops of ice cream, it can be seen on picture 1; it was designed by Mr Morosi himself. He chose the shape of an ice cream cone because it is a common symbol for ice cream. Mr Morosi designed it in the way it is because it was easy to do so. As can be seen, the cone is the V from Nuvole and the ice cream scoops are half circles. The logo as an element is separate from the name but it never appears without the name in the servicescape; but the name appears many times without the logo in the servicescape. In the original café, the logo has a sky blue colour on white background or is white on a sky blue background. On the exterior wall of the new café the logo is present, here in a dark grey on a sky blue background.



Picture 1 Nuvole's logo

5.2 Nuvole's Product Offering

From the start Nuvole has been making and selling their homemade Italian ice cream. The ice cream has no additives and they do not use any artificial sweetener or colours. They use real fruit, chocolate and other ingredients in their ice cream to get the best taste. They usually make the ice cream on a daily basis. The ice cream assortment that is being sold varies from day to day depending on what ingredients they have and seasonal changes. In winter time they have around 12 flavours while in summer they usually have several more. They have classical ice cream flavours such as strawberry, vanilla and chocolates and more unusual ones such as mango, cheesecake, liquorice and pistachio. Because they create so many different flavours they do not have one specific brand flavour or smell (Morosi & Tursi, personal communication, 05.03.2013).

For Nuvole the ice cream is the most important and they let the ice cream create the identity for them. The ice cream is their main identity carrier. The ice cream is presented in a vitrine and sold from containers (see figure 2 in appendix for visual aid). They keep the ice cream in the containers good looking to attract the customers. The colours of the ice creams reflect the flavours of it; for example: strawberry is dark pink, mint chocolates is a

mint green with dark chocolate pieces in it. The ice cream freezer has a glass side so the customer can see all of the ice cream flavours. The freezer is placed so that it is visible from the entrance, when people look inside the café they see the ice cream. (Morosi & Tursi, personal communication, 05.03.2013).

The ice cream is served in paper cups; the type of cups ice cream often is served in. They have two paper cup sizes, small and big. The small holds two flavours while the big holds three. The pricing is equal to other ice cream cafés and kiosks such as Valio, Ingman and, Chiao! Cafe. The small and the big paper cups have different imagery on them (see picture 2). In addition to the paper cups you can buy ice cream in a glass dish but that costs extra. They also sell different types of coffee and hot chocolate. They do not sell any salty food or pastries; it is through and through an ice cream café. The guests can sit down and eat their ice cream there or they can take it to go.



Picture 2 Nuvole's ice cream cups

5.3 The Cafes' Servicescape

The original and the new café's servicescapes have several differences from each other. First will the original café's original design and the idea behind it be presented, then the changes the owners have done over the years will be presented. After that the new café's servicescape will be presented and finally some comparison between the two cafés. For the reader to better be able to follow the text I suggest the reader to take a look at the pictures of the original café that are attached in the appendix, figure 3-7.

Figure 3 shows the exterior while figure 4-7 shows the interior of the café. The original café was made in the style of an Italian Gelateria: light colours, a lot of blue and white, good lighting, and enough comfortable furniture. The idea was to take the Italian Gelateria to Finland, unfortunately the design did not work as well here as it might have in Italy. The

walls are painted sky blue with clouds and around an unused door there is a painting of pillars with fruit of different kind on top of it. For the Finnish population it felt too cold with all the blue, especially in winter. The lighting was also too strong for Nuvole's customers to be comfortable and the blue gave an impression of coldness. From the feedback Nuvole got from their customers they changed the servicescape accordingly. They dimmed the lights and they put a brick wall on the bottom half of the blue walls to remove some of the blue and make it look warmer. This correlates with the theory by Zeithaml 2009, Bitner 1992 and Baker 2007, that colours and lighting has an important role.

In the winter of 2012-2013 Nuvole made a fond wall in warm brown with an ice cream cup, coffee cup and the name Gelateria Nuvole on it, see picture 3 and figure 4. This fond wall is quite new but has become an important part of the café's identity. The fond wall is opposite of the Ice cream freezer and these two elements have the main focus when standing at the entrance of the café. The fond wall will be discussed further in the analysis. (Morosi & Tursi, personal communication, 05.03.2013).



Picture 3 The fond wall

The new café's servicescape looks different from the one of the original café'. The new café has an updated servicescape. From the feedback and changes of the original café the owners have tried to improve the new café's servicescape. Pictures of the new café can be

seen in the appendix, figure 9-11. A lot more brown has been used in the new cafés servicescape, both as wall colour and as details around the cashier. The use of brown also means less sky blue walls with clouds.

The furniture in the new café is different from the original café's. Best comparison can be done between figure 5 and 9. The design of the furniture differentiate and also the materials and colours. The furniture in the new café is white and simple while the furniture in the original café is either orange leather or dark brown wood.

The exterior glass wall images are different between the two cafés, see figure 3 for the original and figure 8 for the new café's. On the glass walls of the new café they have put a partly see-through copy of the fond wall from the wall in the original café. Here will not any lengthy description of the exterior glass walls be presented, since you can see it with your own eyes on figure 3 and figure 8. The differences between these two cafés and what that means will be discussed in "*Analysis, chapter 7.3.3*".

At the entrance of the shopping centre Nuvole has placed an informative sign for their café's that will be briefly mentioned. This sign seems to be a stock photo⁶, see figure 12 in appendix. The background has a warm red brown colour and some coffee and chocolate related products on it, none of which are served in Nuvole or at least not in the form that is in the picture. The name Gelateria Nuvole is present but the logo is not represented, nor anything else that could be classified as typical Nuvole. The new café does also have a sign outside, but it is a copy of the fond wall with some more information about Nuvole (figure 13). These two signs are completely different to each other and will be discussed in the "*Analysis, chapter 7.3.3*".

5.4 Nuvole's Strengths

Nuvole's greatest strength is its ice cream. The owners talked about it during the interview and none of my observations have contradicted it. While working on this thesis I have been sitting in the café watching customers and observing. The season when this was done was in winter, a time of year that is not directly associated with eating ice cream. For being winter and cold there were quite a lot of people who bought ice cream. It was only during very short periods of the day that the café was empty. This would suggest that they have a strong customer base and people who like their ice cream. Nuvole's ice cream will not be

⁶ A photo bought from a company that sells pictures

discussed in the “*Analysis*” or in “*Improvements*” because from the theoretical research found, there is no suggestion that it could improve awareness or recognition further than it does today.

Another strength Nuvole has is that they make Italian ice cream. Italian ice cream has the advantage of often being seen as extra tasty and high quality ice cream compared to other countries’ ice cream. Also, if Nuvole can make this association between themselves and Italy it can create higher awareness; this because if a country is associated to a type of product (Italy and ice cream), and a brand or product can be connected and associated to this, it can improve brand awareness. (Franzen & Bouwman 2001:186).

5.5 Nuvole’s Weaknesses

Nuvole has a few weaknesses. Nuvole’s owners are not educated in branding and marketing which is a weakness for them. They do not know all that is required to make a strong and memorable brand and servicescape. This leads to the weakness that they are not memorable in their customers mind. Nuvole’s biggest weakness relating to this thesis is that they do not have a strong identity. Because Nuvole does not have a strong identity people won’t recognize them if they are in another place or context than the café in Hansa. A part of the weakness in their identity is due to weaknesses in brand elements that will be analysed. Another is that the two cafés are so different from each other. This can create confusion among the customers as to whether they belong to the same company or not.

6 Method

As primary method I have chosen to do a limited case study of Nuvole including observation methods, interviews and visits (Wellington 2007:92). The observation of Nuvole has been done by me. The observation of Nuvole started long before they became my commissioner. The Observation started with me as a customer at Nuvole, I have been a customer at Nuvole's for over three years, since the spring of 2010. During my time as customer I was a participant observer. As a participant I created my own image of Nuvole and thoughts about them. When I got this commission I started to work with simple observation; passive unobtrusive⁷ observation. For this thesis I have tried to use unbiased observation information I have collected to make it objective. (Wellington 2007).

One of the research methods used for this Bachelor's thesis has been interviews. Interviewing was chosen because I wanted to get first-hand information from the owners of the company. I wanted to know what Nuvole means to their owners, how they feel and what they want to achieve with the company. (Wellington 2007:81). The main interview was a semi-structured interview where I had some questions prepared but also asked open question; the interview guide can be found last in the appendix. I chose this type of interview to have some flexibility and openness. (Wellington 2007:83, 84). The interview was done 05.03.2013 with the two owners Stefano Morosi and Arcangelo Tursi in their own café. It took about an hour and I also recorded it. During the interview we discussed what I could do for them through this commission. At the interview I also collected background information about the company, got to know their goals, their brand and identity. Most of the information I got from the interview has been presented in chapter 5. I have also sent two emails with questions to Nuvole about their brand elements and servicescape.

For the theoretical part of this Bachelors thesis I have mainly used books on the subject of branding, marketing and service marketing. All of these books were borrowed from universities or universities of applied science libraries. I have also tried to find relevant scientific articles. I did try to find research about brands and recognition but had little success. I did however find several studies about brands and recall which were unfortunately not relevant or could not be applied to the kind of company Nuvole is.

⁷ not noticeable or conspicuous (The Free Dictionary 2013).

7 Analysis

This thesis is about which factors are the most important in the recognition process for a customer and how Nuvole can become more easily recognized. In the chapter “*Weaknesses*” it was discussed that Nuvole does not have a strong enough (brand) identity to be easily memorized and recognized. Additionally, in the introduction it was mentioned that people don’t know them by name; from these viewpoints it can be seen that the company’s physical expression of the brand and the elements in the servicescape do not do a good enough job in creating a brand engram and then working as recognition points.

This analysis addresses the elements and aspects in the servicescape, or the lack of them that create problems in recognition and which aspects and elements that can be used to improve recognition. The following chapters will discuss the brand elements that are the most important for recognition and recall. Some elements have gotten more focus because they are in a greater need for change.

A brand and branding is not a requirement for a company; many companies exist without a designed brand. Even so, the customers still creates an image and a memory engram of the company, not unlike an engram of a branded company or product. When Nuvole was founded the concept of branding was not taken into consideration by the owners. When Nuvole started to think about expanding and in particular when they opened up their second café, branding became a factor. Nuvole might be quite new to the concept of branding, but from the start they have had brand elements, such as a name, a logo and the sky blue colour; all important elements.

7.1 The Name – Gelateria Nuvole

The name Gelateria Nuvole is the company name and also the name of the brand. The name is a much more used brand element in Gelateria Nuvole’s servicescape than the logo. In the servicescape, two versions of the name is present, Nuvole and Gelateria Nuvole. The name is one of the most important recognition factors of a brand, so it is good that it is well used; since repetition is good for remembering. (Keller 2008:51, 54-55; Batey 2008:4).

Keller writes that a brand name that is “*simple and easy to pronounce or spell, familiar and meaningful, and different, distinctive, and unusual*” can improve brand awareness (Keller 2008:147). Nuvole as a word is quite simple, but it is not so easy to pronounce for the Finnish population, most likely due to its Italian origin. Several different ways of

pronouncing it is known to the writer, for example “Nuvole”, “Nuvole” and “Nuvole”. The name is neither likely to be familiar because it is an Italian word and to the writers knowledge, not commonly used in Finland. Regarding meaningfulness it can be argued, that without knowing its meaning (cloud) it cannot be meaningful. Nuvole as an Italian word is on the other hand different, distinctive and unusual which can help in recognizing it. (Keller 2008:147, 149, 150). It is an Italian word and is not commonly used in the Finnish, Swedish or English language which makes it different and unusual. One negative side of it being unusual is that it can be harder to remember than an already known word or a word with familiarity and meaning (Keller 2008).

Inside the original café, the word Nuvole has been present on the freezer from the beginning; the whole company name, Gelateria Nuvole was first introduced in the servicescape on the fond wall. The use of the full name, Gelateria Nuvole can have been a good strategic move by Nuvole. The full name likely has an advantage over only the word Nuvole. As mentioned, Nuvole is a different and unusual brand name but it lacks familiarity and meaningfulness for many. The word Gelateria can add that familiarity and meaningfulness for the people that know the word and its meaning. Gelateria and its original form, gelato are relatively common Italian words in Finland. Italian ice cream is quite popular in Finland and many of the companies that make or sell Italian ice cream uses the word gelateria or gelato to inform its customers that it is Italian ice cream they sell. Companies that are doing this are for example; Sergio’s, Il Banco, Chiao! Café and Fratello Torrefazione. This means that customers that have observed this will find meaning behind the word Gelateria.

The name’s design can be seen on picture 3 and on several figures in the appendix. The design is simple; Gelateria has a cursive font while Nuvole has a simple bold font. They do not stand out from a visual viewpoint, the font is not unique, and no special effect or colouring is used. What helps it stand out is that it is separated from other text in the servicescape. Why it was designed in this way might be because the owners did not have in mind that it would represent their company in a visual way.

7.2 Logo – the Ice Cream Cone

As can be seen from the theory about the brand elements, the logo is a very important factor in brand recognition. A logo is created by the company but used by the customer; it is an important factor in identifying the company and brand. The company needs to have a

well-designed logo that is easy to recognize, to have a chance of becoming a well-recognized brand. (Aaker 1996).

7.2.1 The Shape and its Meaning

The shape is the first thing to be remembered by the brain so it is a very important factor of the logo (Wheeler 2006: 9, 20). In Finland and in many European countries the ice cream cone is a commonly used symbol for ice cream. Even so, not many companies making ice cream use it as a logo. In Finland, for example, the two most common ice cream brands are Valio and Ingman; Valio's logo is a penguin whilst Ingman's is a polar bear.

Nuvole's logo has a simple design; a search with Google set to "ice cream" or "ice cream cone" did not show a simpler logo than Nuvole's logo. None were simpler because the images shown were either photos, drawings or designs; none was made up of concentric half circles or an already existing cone shape, which Nuvole's logo is. The logo is also simple because it is easy to make and copy. To create and to copy it one simply needs the "v" from Nuvole and a pair of compasses or a program that can make concentric circles.

The simplicity and the symmetry of the logo make it look quite elegant, which might not completely fit with the servicescape; which gives a more relaxed and easy going feeling with the brown, blue, clouds and fond wall.

Wheeler (2006) said that logos that create associations can improve the memorability of it. The owners did not mention any associations and I, from the viewpoint of someone familiar to the company cannot think of any associations. The logo does not associate to another symbol nor any flavour ice cream might have.

7.2.2 Recognisability

Will the simplicity of the logo affect how well a customer remembers and recognizes the logo? Is it an advantage or disadvantage for Nuvole to have such a simple logo with little meaning? Keller et al. 2012 say that simplicity in a logo can have an advantage because it is easier to memorize than a complex logo; but he also says that a logo needs to be distinctive to be memorized well. Nuvole's logo does not distinctiate itself well the way it is used now. Keller also says that a logo should be unique. Does the unusual simplicity make the logo unique? In comparison to many other logos yes, but if it is seen as unique by customers is unknown to the writer. Keller's third suggestion in creating a successful logo

is to attach it to a metaphor. Mr Morosi said that they did choose the name Nuvole because they thought their ice cream looked like clouds. A few scoops of ice cream could also resemble a cloud, if it was designed in the right way. In this lies two problems, the first is that many do not know that Nuvole means cloud, the second is that there are no clouds in the logo; three evenly spaced, concentric half circles do not resemble a cloud.

7.2.3 Doubts

The original idea for the analysis of the logo was to proceed from the standpoint that there were no doubts that the ice cream cone is the logo for the company and brand; even in the eyes of the customers. But after observing the servicescape of the both cafés this was no longer as certain because there are other images present that could serve as a logo.

There are two things that create the doubt regarding if all customers see the ice cream cone as the logo. The first is that the logo has a minor role in the servicescape; it is not well used and it is often on a small scale and always on the sides of the name. On the exterior glass wall it is close to the floor and the image of the fond wall takes the greatest focus.

The second reason for the doubts is because it is so simple and symmetric. Is it possible that customers will only see it as a symbol for the product sold, ice cream? Many ice cream companies use an ice cream cone, but as an informative symbol together with their real logo. For examples Valio's penguin often holds an ice cream cone in its hand to show what is being sold. Therefore it is possible that a customer might not see the ice cream cone as a logo. Another reason for this doubt is that the logo is mostly represented on places that could be places for informative signs, such as the freezer and the border on the exterior of the café. It is also always used with the name, whilst the name is often used without the logo.

All the hesitations about if the ice cream cone is seen as the logo by the customers would not be a big problem if there were no other images that could take the place of a logo; but in Nuvole's servicescape there are several. The ones in question are the image from the fond wall, the name Gelateria Nuvole, only Nuvole, or a combination of them. If all four images would be put on a line for runner up as the logo, the real logo could definitely have a chance to be picked out as the logo; but that would be a staged situation. In real life, if a person goes into the café and looks around, the chance for the ice cream cone to be picked out as the logo is much smaller, because it has such a little focus. Why the fond wall was mentioned as possible logo is because it takes a lot of focus and is used frequently. Why

the name, or a variation of the name, could be the logo, is because it is very common for companies to have their name as the logo.

7.1 Colours

The colours of the name and logo were originally sky blue and white. Blue in general signifies cold and is a common colour for ice cream companies, but few companies use sky blue. (Klimchuk et al. 2006). The sky blue is a good colour in the way that it symbolizes cold, which ice cream is. The sky blue is also the perfect colour to match a sky with clouds on; cloud which is the meaning of the word Nuvole. One downside with this colour is that it does not stand out among other colours; especially when it is the only colour used, and on a small scale or together with white.

It is a common practice that logos and brand elements keep the same colours, so that it will be a constant point of recognition for the customer. (Wheeler 2006). Nuvole has used sky blue and white on both their name and logo and only inverting them in the original café. When the new café opened, Nuvole used a new colour, dark grey on their name and logo (see figure 8). This meant that that point of colour recognition for the name and logo was cracked. This because colour is the second thing to be remembered by the brain and if the colour(s) a person normally uses to recognize a company or brand with no longer is present, that recognition point is lost. (Wheeler 2006:9, 110). The one thing that might save that particular recognition point is that the sky blue is there as the background colour.

7.2 Packaging

Nuvole sells ice cream in a café; cafés in general usually don't use a lot of packages and packaging for their products. Nuvole's café is not any different, the only well used package Nuvole uses is the ice cream paper cups⁸. The paper cups are quite unimportant for the offering and satisfaction a customer may have, but the paper cup can have a great meaning in creating a strong brand engram and recognition (Keller 2008). To create a strong brand engram, repeat exposure is necessary (Kapferer 2007). The cups are important because customers hold the paper cups in their hand, while they are eating the ice cream and they are probably looking at the paper cup while doing so. They get exposure to the cup and the content on it, as long as they are looking at the cup. If the content on the cup is related to the company and brand they get exposure to it.

⁸ Will be referred to as paper cups or cups

Today Nuvole's paper cups look completely different from the brand elements and from each other, one is orange with a lot of fruits and a sun on it, while the other is made up by colourful squares with figures in them (see picture 2). A part of a packages purpose is to identify the brand and convey information about it. It helps customers to form an image of the brand. (Keller 2008). Many customers also associate the package directly to the brand. (Keller 2008:165-168). Having the colours most used to be sky blue, white and soft brown do not fit together with cups in the colours used. The cups have no connection to Nuvole's brand identity. According to the literature, the brand identity should be coherent over the whole brand (Wheeler 2006:28-29). The cups do not help in identifying the brand or help the customer to form an image. (Keller 2008:51, 54-55; Batey 2008:4). Every time customers eat ice cream from the cups they see the cups but it is not an exposure to the brand, since the cups are in another design and do not convey any information about Nuvole.

The cups are not "stationary" in the café but are also taken outside the café by some of the customers. The cups are not only exposed to the people that eat the ice cream but also the people in their surroundings. The cups can work as marketing and advertisement for the company, giving exposure to the brand. This with the assumption the cups are designed in accordance with the brand elements. The cups will work not only as package and identifier but as a marketing medium as well. (Keller 2008). Each time a person sees these cups they will get a stronger brand engram of the company. With the design the cups have today nothing of this is possible since they do not connect with the brand in any way.

The cups will also be important when Nuvole opens up more gelaterias, because the cups carried by customers outside might be the first exposure to the company for some people. For customers already familiar with Nuvole's brand the cups can signal that there is a Gelateria Nuvole nearby. Another reason is that if a customer sees the ice cream in the cup and would like to buy it, but cannot visually connect the cup to any of the cafés or ice cream kiosk nearby, they cannot chose it (Nuvole). The cups can give the general public exposure to the brand in a cost effective way, continuously creating a stronger brand engram.

7.3 Analysis of the Servicescape

The servicescape is very important for almost all companies but especially for those who provide services; cafés are such examples. It works as an information giver to the

customer, a pre taste of what the customer gets and, it (at least should) conveys information about the company and brand. One reason to why shops, cafés and restaurant fail is because they do not convey a proper identity of themselves through the servicescape, or it is not a correct identity. (Zeithaml 2009:313, 315, 319; van Amerongen, Christiaans 2004:63; Hoffman et al. 1997:219; Bitner 1992:67).

Since Nuvole is such a small company with little marketing and advertisement it is the café itself and its servicescape that gives/creates the corporate and brand identity and therefore their servicescape is very important. (Zeithaml 2009:313; van Amerongen, Christiaans 2004:63). The servicescape is not just there to help a person to recognize the place, but it is what makes a person remember the place in the first instance.

7.3.1 The Two Cafés

There are great differences in the servicescape between the two cafés of Nuvole. The new café has a much improved servicescape compared to the one of the original café'. Even so, there are things in the new café that can be improved, especially when it comes to implementing brand elements.

What are different between the two cafés are the furniture, the lighting and the counters. The furniture differs both in colour, style and materials between the cafés. The furniture and the lighting are important for the overall impression and since the two cafés are different in this aspect, they might not seem to belong to the same company. (Zeithaml 2009; Levy, Weiz 2004).

In the literature nothing was found hinting on that a person would recognize a place only by its furniture or lighting source (except maybe in exceptional cases, when the furniture is for example pink and fluffy). Even so, furniture, lighting and colour combinations that are different are not good for the brand identity; it gives a mixed impression. As the cafés are so different from each other it is hard for customers to create a coherent brand image. (Zeithaml 2009; Levy, Weiz 2004).

What the cafés have in common is the fond wall and that both use brown, sky blue and white as the main colours. Both of them also use the same packages and brand elements. The fond wall was created in the original café, but Nuvole has also used it a lot in the new café. This image can be seen as a big improvement for the overall space and atmosphere in the cafés.

The fond wall shows Nuvole's main product, the ice cream in a cup next to a cup of coffee. It is painted by hand and the colours used give it a warm and relaxed feeling. The name Gelateria Nuvole also has a major role on the fond wall, which is good because it is not present on many other places within the cafés. The fond wall take up a very big and visible space in both of the cafés and no customer can pass by without noticing it. It is quite unusual to have this type of wall and in that way it helps Nuvole to be different from other cafés and ice cream kiosks. With this fond wall brown was introduced to the servicescape, and it seems like the owners approved of the colour, since they used it a lot in the new café. According to (among others) Bitner, Zeithaml and Wheeler, things that communicate a company's offering, brand elements and identity can create higher recognition. The fond wall communicates all of these.

7.3.2 Associations

One very important aspect in recognition is association, therefore associations related to Nuvole will be discussed (Franzen & Bouwman 2001). The sky blue colour and especially the wall with sky blue and clouds on it is one element that can create a lot of associations. A very important association is to that of the meaning of the word nuvole.

Nuvole sell Italian ice cream and an association between the two can be good. The name Gelateria Nuvole is in itself associated to Italy. On the original café the Italian flag or the flags colours can be found but they have no direct connection to Nuvole as a brand, and they have a design that do not fit with Nuvole's brand. Nuvole also uses the words "Italian ice cream" and this might be something that works better with the brand. On the unfortunate side of this is that it is not used on strategically places and put in focus.

7.3.3 Exterior and Signs

The exterior and outside signs are the things that most people see first about a place (café); both customers and passers-by. Every time anyone passes by a place they will be exposed to its exterior, creating an even stronger engram about the place and brand, from the information they see. If the exteriors of cafés belonging to the same chain look alike, it connects them and informs people that belong together. The exterior is also important when a new café opens up, because it can be the first exposure to the company for some people, creating the beginning of the brand engram for the company. Therefore the exterior

and signs are very important for a company, they inform about the firms identity, brand and what is offered. (Bitner 1992; Hoffman et.al 1997).

The exterior of Nuvole's two cafés are totally different from each other (figure 3, 8). So are the signs outside the cafeterias (figure 12, 13). The sign and the exterior of the new café are the same, it is the image of the fond wall, with the text "aito Italialainen käsitehty jäätelö" on it and furthest down a thick blue border with the name and logo on it. These two inform both with a picture and words what is being sold and also the name of the company is visibly presented.

The exterior and the sign for the original café differentiate itself completely from the new cafés. The exterior's main window has pictures on it of products and a few words in the colours of the Italian flag. The words are mostly Italian and refer to Italy and artisan products. The name Nuvole is present on the upper exterior window but in another design than usual. The upper window and the main windows do between themselves not even seem to belong together; different colours, design and font is used. Comparing this exterior to Nuvole's brand, few visual linkages can be made.

The exterior sign for the original café is as mentioned also different. On one of the sides a stock photo seems to have been used that do not relate to Nuvole's colours or all of their products and product versions. The other side of the sign has the Italian flag as background and a photo of an ice cream cone that is not Nuvole's own. Here, the same problem is observed. Few links can be made to Nuvole's brand and it would be hard to connect the sign with the café without looking closer at the two (seeing the company name).

Regarding the two cafés exterior and sign, and their difference, few people would connect them at first glance. The person would need to read the name Nuvole, or go inside the original café and see the fond wall and brand elements to be able to connect it to the new cafés.

8 Improvements

The analysis of Nuvole has shown that there is a lot that Nuvole could do to improve recognition and recall. Here will be discussed what improvements could be made to make Nuvole's identity and brand more easily recognized. Things will be talked about in general but also specifics. The improvement suggestions are based on the literature.

The theory has shown that branding and designing a service design is a complex task that requires skilled people; therefore it would be advisable for the owners of Nuvole to hire or consult a specialist when they will do changes. An additional suggestion for the owners would be to do some research in the areas they are planning to change. Research could also be done among their customers and potential customers.

Nuvole should start to take a look at their own identity, brand, goals and vision. Nuvole needs to know what they are, what they include, describe them in detail and make sure that they work together. *"The most successful identities are built on clear, unmistakable and persistent messages in accordance with the company's goals"*. (Rosling & Hinn 2000:14). With this they can create a coherent and strong brand and servicescape; a brand and servicescape that is easily remembered and recognized by customers. This would be very crucial for a franchise company because all the franchisees will need to have a unified image of the company's identity, brand, goals and vision for the concept to be successful. Were it not to be unified is it likely that all franchisees would interpret Nuvole's concept individually.

Through thinking and clearly expressing what their identity, brand and goals are, and then changing the brand and all servicescapes accordingly, they can create coherency and a stronger impression on the customers. The owners always need to have this in mind when they do changes, so that the coherency and identity is kept.

In the text and from the pictures it has become clear that warm brown and sky blue are the colours of the company. The sky blue together with white are the brand colours, used on the logo and name. The warm brown on the other hand is a colour used in the servicescape and not a brand colour. Nuvole needs to keep this in memory so that they do not start using the warm brown as a brand colour without good reason.

8.1 Brand Elements

8.1.1 The Name and the Logo

What both the name and the logo have in common is that they could be used more. To use the brand elements more would make the customer get a more repeated exposure to the brand; it would also strengthen the name's and logo's position and memorability (Keller 2008). Suggestions on where they could be used are on menus, price lists, the paper cups and on small signs.

The brand name is seen as one of the most important elements of a brand. Nuvole as a word is quite unusual whilst the design is very simple. That the name is unusual means that many do not know how to pronounce it, and it's an obstacle in remembering it. To improve this, one solution is that employees could say "Welcome to Nuvole"; giving focus to the word, showing how to pronounce it and give exposure to it.

As a visual element the name is simple; on the positive side, it is used a lot, especially in the new café's servicescape. The way Nuvole is designed lets the customers see a word; words which are recognized after shape and colour (Wheeler 2006:9). To add shape to the context the logo could be used with the name. When the logo is used together with the name it gives the customer exposure to two different brand elements at the same time and it shows both shape and a word. Improving the probability that customers will remember the brand better.

The problems regarding the logo and how customers perceive it was discussed previously in this thesis. Using the logo with the name and in a sufficient size could strengthen its function. The ice cream cone could also get a strengthened position as a logo by adding a border around it. With a border a distinction from the background would be achieved and the logo would become easier to recognize (Keller 2008). I have made an example that can be seen on figure 14 in the appendix.

It has been mentioned in this text that the logo does not have a meaning behind it. The three scoops of ice cream could with advantage be given meaning, to accelerate the memorability of it (Wheeler 2006:20). It would be advisable for Nuvole to choose the three things that are the most important to them and for their identity.

8.1.2 Packaging Improvements

In the analysis it was concluded that the package did not do anything for the improvement of recognition for a customer, which it could if applied properly. First, what should be included on a package that is an ice cream paper cup? It is used during a limited time by the customers, which means that what is on the cup needs to be simple and directly relate to Nuvole's identity, so that higher recognition can be created. The aspects most important for the design are colours, symbols numbers and typography.

Colours are important; they can be seen from far away and are often connected to something in customers' minds, this connection would hopefully be to the company. In Nuvole's case it is sky blue and warm brown that can create the connection, as they are the company's colours. Batey (2008) said that the perception of how food and drink taste can be influenced by colours. Sky blue could indicate cold, making the customer feel cold and brown was said to make the coffee taste too strong. To reduce these perceptions a bit, both of the colours could be combined on the cup.

What need to be present on the cup are the most important brand elements: the name and the logo. They should be in a big size, so that they are clearly visible and recognizable even from a distance; to achieve this, colour is important. The name and logo might be enough information on the cup not to make it cluttered, but if there is more room, some words with information about the ice cream could be added, such as "Italian" and "home-made".

8.2 Improvements of the Servicescape

The servicescape is an extension of the company and its brand identity. (Bitner 1992; Zeithaml 2009). They need to be an extension of each other to work well as recognition points. Therefore it would be hard to create a servicescape without first knowing the company's identity and brand identity to proceed from. This is because both are important factors when a person memorizes and recognizes a place. This is something that Nuvole needs to keep in mind.

From the theory presented it has become clear that the furniture and the colour of the wall are only part of what help a person to recognize a place. It is more important why that chair or that colour were chosen, and whether it fits with the image the customers have in

general of that type of place. More importantly, does it fit the image they have of the company and its associations.

When talking about improving the servicescape, the two cafés need to be looked at separately, since they are quite different. The servicescape of the new café look quite good and coherent; there is almost nothing that would necessarily need improvement. The colours work together, the furniture chosen are good, the ice cream is visible for the customers, and the fond wall with the name gives a good impression.

What needs some changing is the original café. It needs to be updated so it looks similar to the new café. They need to look like they belong to the same company. The orange furniture needs to be removed, they are in a colour that does not suit Nuvole and are different from the furniture in the new café. The walls, except for the fond wall need a redo; the brick wall should be removed and maybe also the pillars and fruit. These changes would create coherency between the two cafés and create a stronger identity.

The exterior and outside signs of the two cafés are also completely different. The exterior and signs for the new café is much improved from the original's. Even if this is the case, the new cafés exterior might not be the very best exterior for Nuvole; but it does what an exterior is supposed to do: grab attention, communicate what is sold and show the identity of the company.

The original café's exterior and sign could do well with a redo. One suggestion would be to make it the same as the new café's. Why they did not do this at the same time as they made the new cafés exterior is unknown to the author. Another suggestion could be that they make an exterior with the logo in focus, and changes both of the cafes exterior accordingly. The reason for this suggestion is so that the logo would be given focus in the servicescape.

Many companies have a separate sign, often with lighting on their exterior, distinctive from the exterior wall to inform customers from a distance what and where they are. It often contains the name and/or the logo. This type of sign is something that Nuvole does not have. A sign on the exterior that stands out could help people notice the café from a distance and work as another recognition point for the company. (Hoffman et.al 1997).

It is not only the big things that need to be shown and show coherency. Nuvole could strengthen its brand and memorability and coherency in an easy way by changing small

things. In the cafés there are several signs informing about prices, offerings, ice cream flavours and other information. To make a template for these based on Nuvole's brand could be a good idea. It would mean that the elements not relevant to the brand and identity would be removed and replaced with elements that do, creating coherency. There might need to be one or two different templates but all based on the same colours, fonts, images and arrangement. The logo, but also the name, could be incorporated into the templates; in the corner or as a watermark. The templates could maybe have a cloud shown in a subtle way, giving a link to the meaning of Nuvole. This could maybe be through a boarder, or that the paper is shaped as a cloud. The template used for ice cream flavours might be a good choice for it.

9 Discussion

When I started this assignment Nuvole had only one café and I completed the aim and the theory part of this thesis before the new one was opened. As Nuvole opened the new café I had to rethink a few things since they had already done some of the improvements I had thought about, like creating a more coherent servicescape. With the opening of the new café came on the other hand other problems and obstacles to be thought about, like the differences between the cafés and the use of the fond wall. So this thesis did turn out a bit different than I first had imagined.

To find books about branding and service marketing was not a problem, but it was hard to find books that speak about the subject this bachelor thesis is focusing on and even harder to find those that do it on a practical level or that were possible to translate to a practical level. Most of the books were written from the perspective of big companies that already have well-established brands and funds and knowledge of how to make improvements. The books were also quite abstract and therefore it could be hard to find concrete and specific information. I did never find a clear answer from the literature on what elements in particular in a space that are used as recognition factors for the company; the books mostly talked about coherency and these elements fits whit the company identity. Due to this it was also hard to pinpoint what exactly Nuvole should focus on in their servicescape in the analysis. It was also hard to find a book about branding or identity creation for a service, if there were such they were about a retail store providing several different brands.

It has been very interesting to work on this assignment and I have learned a lot about how important the company and its brand identity and image is, what is included in it and how

to create it. I have also gained an appreciation for branding, an understanding of how difficult it is and what elements are included in the servicescape. It has also been challenging with so many questions unanswered regarding the customers point of view. The literature has also given me some trouble since it discusses a bit different things than the ones I am focusing on and from the viewpoint of big companies. A lot of what I have written is information from one interview and on my own observations, so it has been hard to stay objective. For me to tell someone what they might not have done so well without truly knowing them or all the work they have put down and their thoughts about it, has also been difficult. I truly hope Nuvole will have some use of this thesis and that they can improve their recognition and recall among their customers.

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Appendix

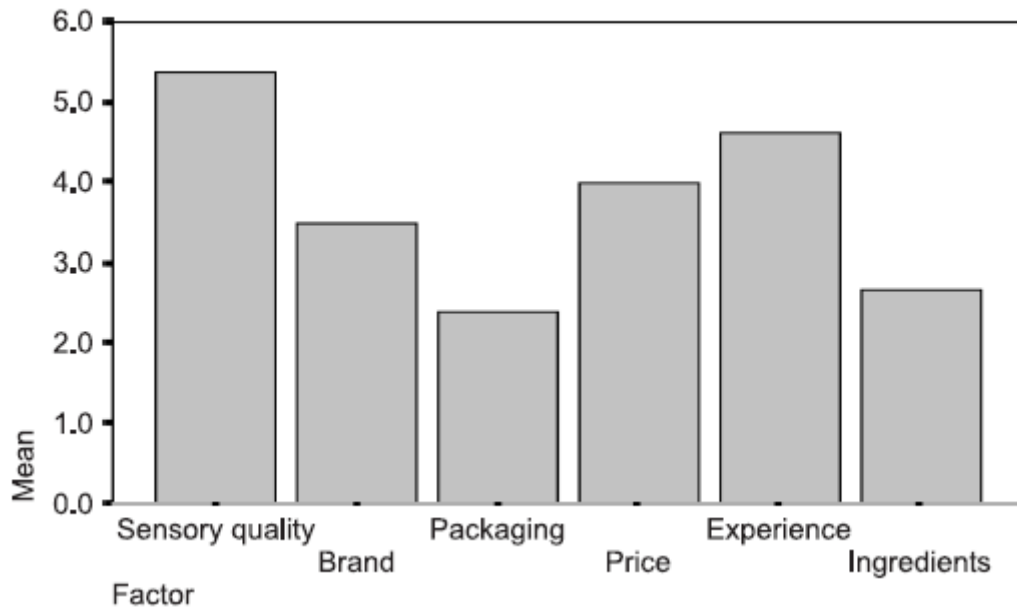


Figure 1 Survey of what influences consumers choice of ice cream brand. (Bower & Baxter 2000:828).

Pictures from Nuvole's servicescape



Figure 2 The ice cream in Nuvole's café



Figure 3 The entrance of the original café

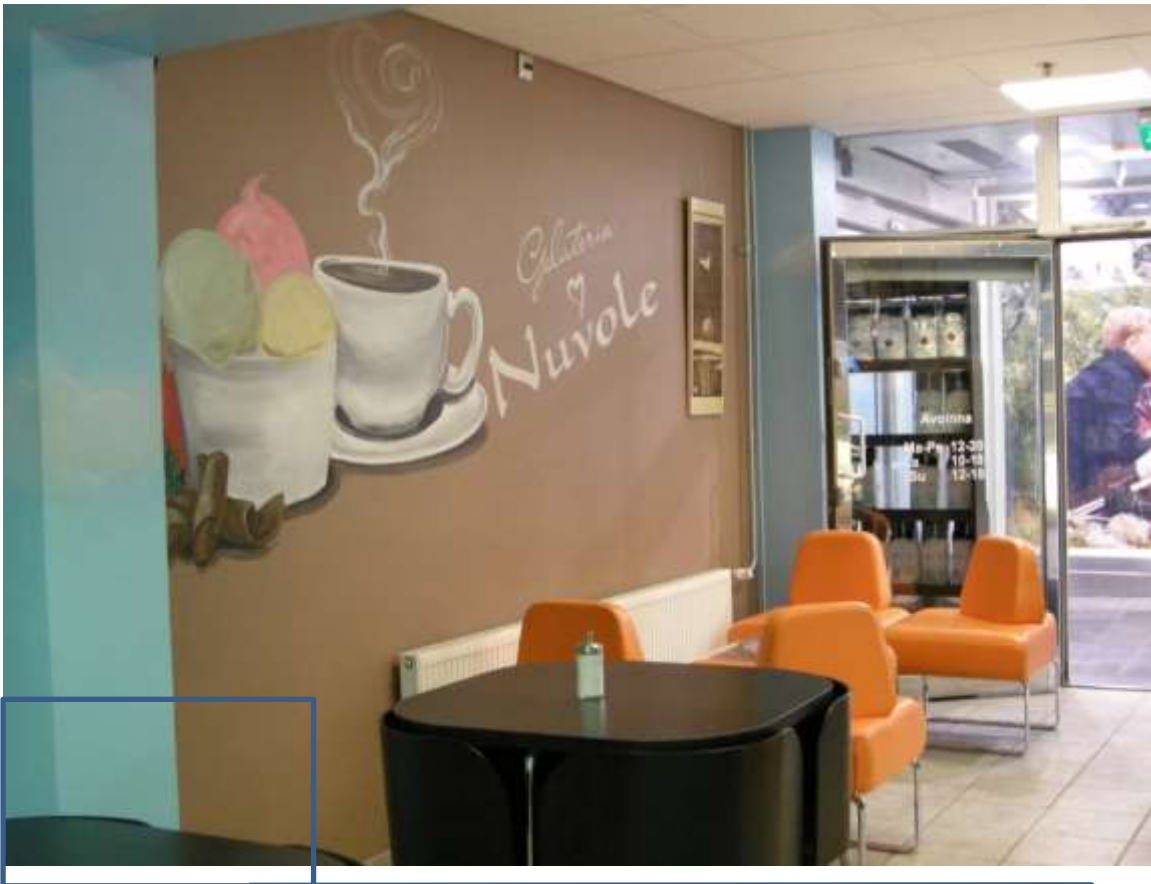


Figure 4 Entrance of the original café (opposite of the wall is the ice cream and cashier),



Figure 5 Interior of the original café 1.



Figure 6 Interior of the original café 2.



Figure 7 The unused door



Figure 8 Exterior of the new cafe. (when it is closed)



Figure 9 Interior of the new café. (Same angle as figure 9)



Figure 10 The menu of the new café



Figure 11 At the cashier of the new café



Figure 12 Sign outside for the original café



Figure 13 Sign for the new café



Figure 14 Suggestion for logo

Interview guide

Have you goals for your business?

- *Shortterm and longterm*

What is your vision, (your ultimate goal, where you strive to).

How did you decide on the name Nuvole

- *What does it stand for?*
- *What does it mean to you?*
- *The font Nuvole is written in, is it a normal font or is it your own? How did you decide*
- *How did you decide on the colour*
- *What is the colours name*

What does your logo stand for?

- *What does the three scoops of ice cream mean, on your logo*
- *IS the V for NuVole?*

How much time did you give to the designing of the logo, name and cafeteria?

- *Was it only you or did someone help you?*
- *Time spent on how the logo would look like, what it would stand for, colours*
- *Same about the name*
- *How much time spent designing the cafeteria, walls, furniture, signs*
- *The painting of the coffee cup and name on the wall, reasons for it specifically, colours etc.*
- *The sign at the outer door*

Would you say Nuvole is a brand?