

Design, Space and Product

Conceptualization of a brand



'Nazar Boncuğu':

The talisman is an old, Turkish tradition that is related to superstition. The translation of *'nazar boncuğu'* is *'the evil eye'*, why the talisman looks like an eye. The talisman protects you from envious gaze and negative energies (Turkey Homes, 2020).

It is a characteristic, blue glass bead containing smaller concentric circles within it. These are pale blue, white and black. *'Nazar boncuğu'* is one of the world's most famous and recognizable symbols (Jewelry Shopping Guide, n.d.).

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Master thesis program, Spring 2021

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Master program: Strategic Design and Entrepreneurship
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“I think Strategic Design is about a process that takes a very holistic and multi-disciplinary approach to achieving design solutions. In other words, Strategic Design captures all aspects of a product’s requirements (consumer needs, marketing and business plans, design language, brand identity etc.) and then uses these requirements to influence the final design solution.”

- Brian Ling, Founder and Design Director of Design Sojourn

1. Introduction

The master program '*Strategic Design and Entrepreneurship*' is developed in collaboration with Copenhagen Business School, why it is a cross-disciplinary master program. Due to this, the project is not a classic architecture and design project. This thesis project will therefore be inspired of an extended toolbox that not only involves scales, context and spatial design but also business analysis, strategies and user experience design. This thesis project will therefore have different outcomes that is both strategic, spatial and design related. Common for all the outcomes is the customer focused lens.

The thesis project will be developed through a cross-disciplinary collaborative process due to a strategic collaboration with Simply Brand Design (hereafter Simply). Collaboration with industrial partners is an important part of the master program, why it is a part of this master thesis project as well.

The project will be based on Roll 'n Eat, who is a potential, future client of Simply. The aim of the thesis project will be to develop the brand through design, space and product with a perspective from the customer and to highlight the complexity of this process. This process will create cross-disciplinary collaboration and create the opportunity to take advantages of strategic design to create a concept that will be a characteristic actor in a very competitive industry.

The collaboration between Royal Danish Academy and Copenhagen Business School is an important factor of this project. The combination of design and business is the key element of developing a brand. Design is an important part of the brand both in relation to visual design, product design and spatial de-

sign, but the understanding of a business, the strategy behind it and the customers and their perspective is really important elements as well. Combining all these design and strategic elements creates a brand and its identity.

This thesis project and master program reflect my position and specialization as an architect. With a base in architecture, I want to combine branding, business, space and design. With an analytical customer oriented method this will add a strategic layer to my profile and give me the opportunity to strengthen the businesses I will be working with in the future. This will have an impact on my competence profile, that will be T-shaped. This means that I will have a broad knowledge within many relevant areas, and then a deep expertise in a few areas (Advanz, n.d.).

1.1 Strategic collaborator: Simply Brand Design

Simply is a strategic brand design business created by the founders Rikke Laumann and Thomas Kjær. Rikke is a strategic planner and Thomas is a designer and creative director. Simply was established in the beginning of 2020. They have a lot of different clients but the majority of them are in the food and beverage industry. Simply aims to develop brands through both visual and physical expression to strengthen the client's position and identity (Bureaubiz, 2020).

When Simply develops a brand, they are focusing on the client's needs and dreams to understand the core DNA of the brand. With this in mind, Simply develops a characteristic identity for the brand, that will make it competitive at the market. Simply is working with different forms of expressions why they offer solutions within products, experiences, labels/packaging, websites, branding materials etc.

As a part of the Design Challenge at the '*Strategic Design and Entrepreneurship*' program's second semester, I worked as a consultant for Simply. For this project I worked with their business model and working process, which resulted in a working method named '*The Simply Way*'. (fig. 5, page 14) Furthermore, we implemented this working method in a design proposal for their client Frederiksdal Kirsebærvin.

For this thesis project the same working method will be utilized for the design proposal of the potential, future client, Roll 'n Eat. The model of the working method has been refined since the second semester. This refinement has resulted in a more architectural and spatial awareness. Simply will be working as

a strategic collaborator, why they will work as a practical mentor for me. This strategic collaboration gives the opportunity to have two mentors – an academic one and a practical one (fig. 1, page 4). The academic mentor will be utilized to understand and analyze the physical context for the client. This will guide me to develop a spatial concept to create a connection from the strategic part of the project to the spatial and design part of it. By having a practical mentor, it will add a new layer to the project, which will give the project a realistic perspective. The practical mentor has experience with conceptualization, which gives the opportunity to strengthen the strategic proposal for the client.

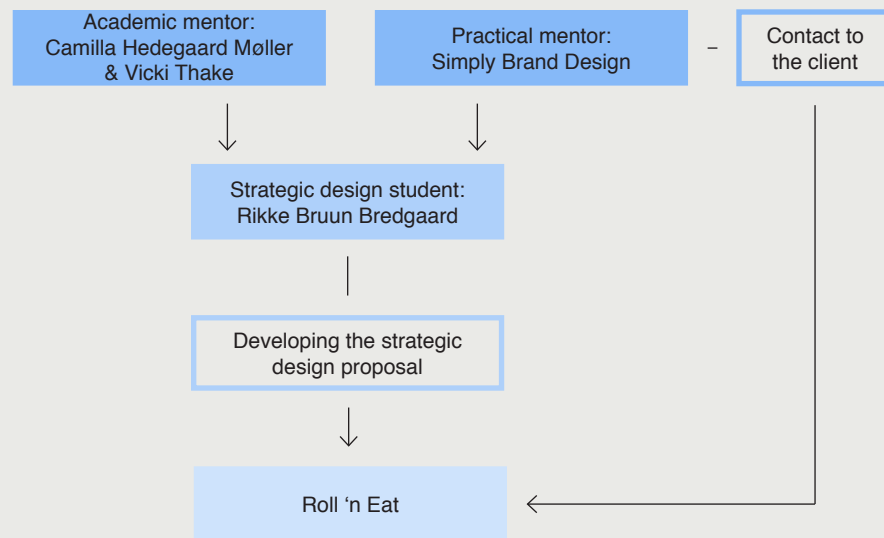


Fig. 1: Diagram of work relation

1.2 Client: Roll 'n Eat

Roll 'n Eat is a Turkish fast food restaurant that opened in 2016 (Lasso, n.d.). It is a chain of three restaurants which is located in Greve, Næstved and Slagelse. All the restaurants are different compared to design, space and product. This project aims to create a concept and therefore a connection between these. Roll 'n Eat's version of shawarma is inspired of the Turkish cuisine and the dish döner kebab. They have a focus on ingredients why fresh vegetables, homemade bread and tasteful kebab and falafel are very important (Roll 'n Eat, 2020). Roll 'n Eat wants to show their customers that shawarma is more than just fast food (Kristensen, 2019).

As the first shawarma restaurant in Denmark Roll 'n Eat offers Drive Thru. Therefore, their competitors are not only shawarma restaurants but also fast food chains. Due to this, Roll 'n Eat is positioned between three different types of competitors (fig. 2, p. 6). The difference between these types are the rate of the customers and the product. By developing Roll 'n Eat's strategy and concept they will be able to differentiate and therefore compete with all three types. This will make them a characteristic actor in a very competitive industry. By conceptualizing their brand they will easily be able to expand and reach their goal of "being a characteristic, international brand" (Simply, internal meeting, 2 February 2021).

Roll 'n Eat needs a concept and a clear story of their brand to show their customers what they offer. It is not only a culinary experience, but also different 'customer journeys' and experiences due to the different rates and visits at their fast food restaurants. This will be shown in the conceptualization of design, space and product. Visiting Roll 'n Eat offers you a cultural experience of both humans, design, space and products.

2. Context

This project is handling different fields and different outcomes for the design proposal. This also means, that there are different types of contexts to consider. This thesis project will have a cultural context and a physical context to draw on.

2.1 Cultural context

The cultural context will primarily be utilized for storytelling and the design direction. This will gain a better understanding of the culture behind the brand and its product. This cultural context is inspired of Roll 'n Eat's product shawarma, why the cultural context will be Turkish. This will also include norms and values of the Turkish people.

Shawarma is a term of cooking where the meat is seasoned and skewered on a spit and grilled vertically (The Istanbul Insider, n.d.). Shawarma is a type of döner kebab which is served as a wrap inside a bread (Times Food, 2020). Döner kebab is the national dish of Turkey (Turkey Travel Planner, n.d.). The secret behind shawarma is the quality of the meat and the seasoned of it.

Today shawarma is one of the most well-known street foods, not only in Turkey but worldwide. This started in Berlin, Germany, back in 1971 where the first shawarma was served (Bentow, D., 2009). The first shawarma restaurant in Denmark opened back in 1980 (Mortensen, L. B., 2020). Today shawarma restaurants are an integrated part of the industry in Denmark, especially in the neighbourhood Nørrebro, Copenhagen. Due to the diversity of the residents and their cultures, Nørrebro has become a really multicultural society where the shawarma is an integrated part of the food culture.

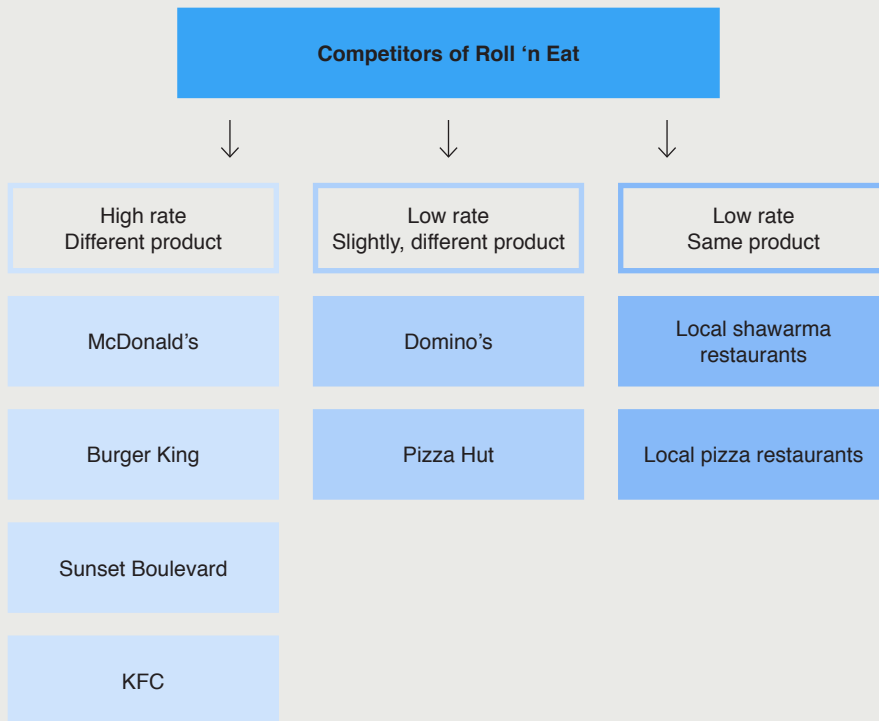


Fig. 2: Competitors of Roll 'n Eat



Fig. 3: Diagram of locations

2.2 Physical context

The physical context will be utilized to develop a spatial design concept for Roll 'n Eat's restaurants. Since it is a spatial concept, it has to work in different settings and therefore, it will not depend on a specific physical context. However, the spatial concept will be developed through Roll 'n Eat's already existing restaurants, which are located in Greve, Næstved and Slagelse. Common for those restaurants is the strategy behind their location. All three restaurants are located next to major, busy roads and next to the service of a tank station (fig. 3, page 8). The rate and the break of the context is an important part of the spatial design concept.

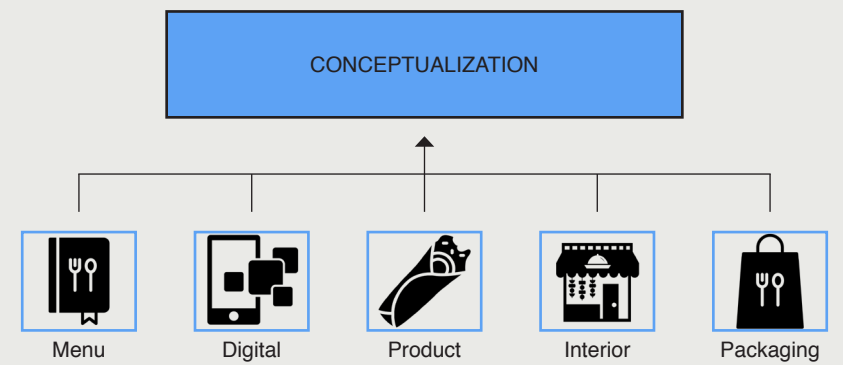
The restaurant located in Greve has been utilized as an analytical base for the project. Observations of this restaurant has helped to understand the brand, the flow and '*customer journeys*' of Roll 'n Eat.

Another important factor is the concept of their product, which is fast food. Fast food is defined as a meal "*served in snack bars and restaurants as a quick meal or to be taken away*" (Oxford University Press, 2020). This states the importance of the rates for the customers' visits, the customers' timeframe of eating, but also the opportunities for the flexibility of where to enjoy the meal. These factors are important to the spatial design but also to the physical product of the packaging design.

This connection between the spatial design and the physical product is an indication of, how the '*customer journeys*' impact the concept and the whole strategy behind the brand.

3. Thesis statement

Develop a characteristic concept through design, spatial experience and product with a strategic approach based on the customer journey.



4. Relevance

We live in a society that is getting more and more multicultural. This is both in relation to individuals, religion, food and traditions. Therefore, the theme of this project - culture - is really important. By conceptualizing Roll 'n Eat, they will be able to add a new dimension of the Turkish culture in the food and beverage industry. This is not only due to the cuisine but also as a cultural experience when you enter their restaurants. In relation to UN's Sustainable Development Goal #11 (United Nations, 2015), this project will integrate the Turkish culture as a part of the multicultural society in Denmark and create a diversity as well.

Roll 'n Eat is focusing on a culinary experience, why they do not start on your meal before you have ordered. This will provide a great taste and freshness of the product. At the same time, they avoid food waste, which is related to UN's Sustainable Development Goal #12 (United Nations, 2015).

The food and beverage industry is very competitive which is also shown in the diagram of Roll 'n Eat's competitors (fig. 2, page 6). Due to the Covid-19 pandemic a change of the source of revenue has happened. Before the pandemic, takeaway was a secondary source of revenue to a lot of restaurants. This has changed to a primary source of revenue and therefore, the competition has increased (Mørck, S. W., 2021). In relation to UN's Sustainable Development Goal #9, this project will focus on how to strengthen Roll 'n Eat's position at the market through strategic design. It is not only about a culinary experience but also an improved customer experience.



Fig. 4: Sustainable Development Goal #9, #11 and #12 (United Nations, 2015)

5. Methodology

Due to the cross-disciplinary master program, the toolbox for this thesis project will be different to a classic thesis project at Royal Danish Academy. This thesis project will be developed through a strategic point of view. The core of the project will be the business of Roll 'n Eat, why an analysis of their business model canvas (Teece, D. J., 2010) will be utilized as a tool to further develop their brand.

5.1 'The Simply Way'

As a working method for the thesis project '*The Simply Way*' (fig. 5, page 14) will be utilized. This working method is developed with a group of students from both Royal Danish Academy and Copenhagen Business School for a design challenge at the second semester of this program. The working method is developed for Simply, why a common understanding will be gained for this project between me and Simply as the strategic collaborator. The method has been refined to have a bigger focus at architecture and space, why it illustrates the relation between the different elements and the scales of design, space and product.

'*The Simply Way*' works with a chosen strategy for the client, to further develop outcomes within the categories of '*design directions*', '*spatial experience*' and '*physical product*'. For this thesis project the strategy will be '*conceptualization*', which will be developed through a perspective of the '*customers' journey*'.

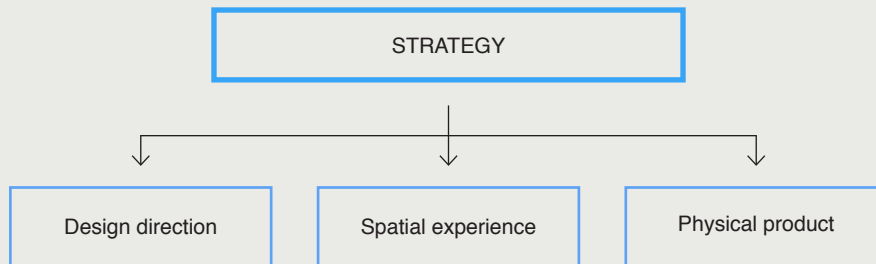


Fig. 5: Diagram of the working method '*The Simply Way*'

5.2 'Customer journey'

'Customer journey' is a well-known concept from a business perspective, but a new one for the architectural and design perspective. Mapping of the 'customer journey' helps to understand your business from the customers' perspective and therefore, provide a better customer experience. The result of this mapping will inform the design process (Kaplan, K., 2016).

Mapping of the 'customer journey' visualizes the different types of customers and their steps when visiting Roll 'n Eat (fig. 6, page 16-17). The 'customer journey' will be utilized to understand the customer flow at Roll 'n Eat's restaurants and there-

fore, to develop the spatial concept of the restaurants. At the same time, it will be utilized as a guideline to understand, organize and optimize the work flow at the restaurants.

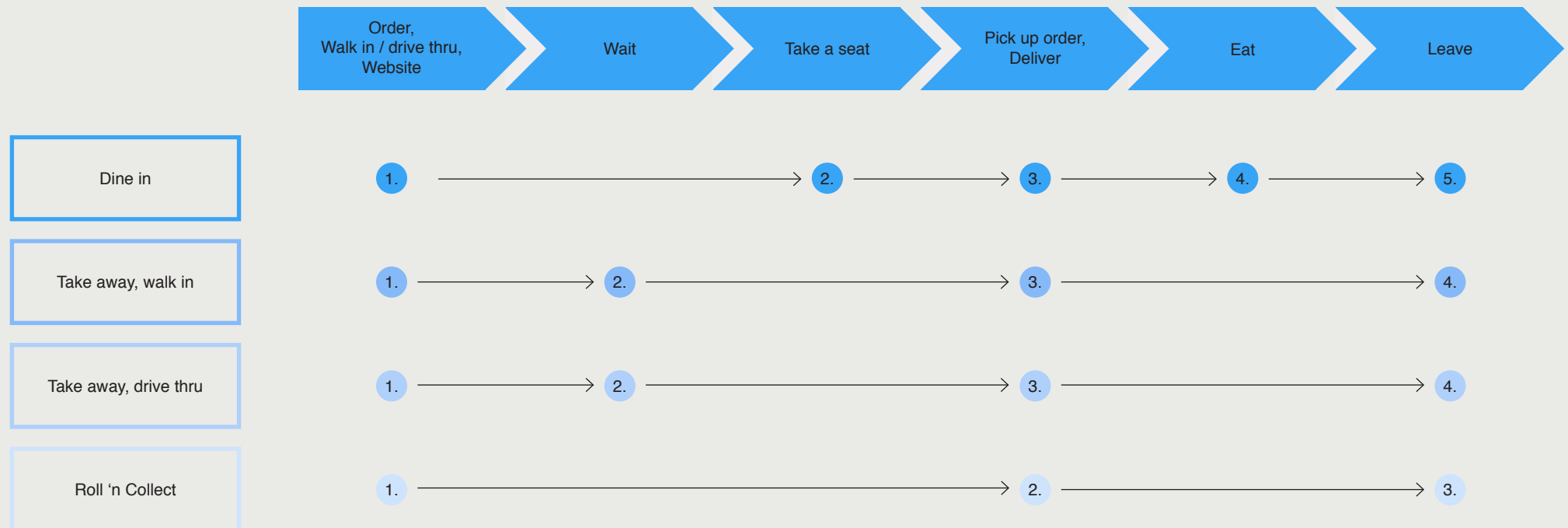


Fig. 6: Diagram of 'customer journeys' at Roll 'n Eat

6. Project framing

The restaurant industry is all about the customers, which is the reason why they are so important to incorporate in the design process. This thesis project will be designed through the concept of *'customer journey'*. With the customers and the business as a key point for the design proposal, this project will discover the importance of an understanding of different academic fields, scales and how cross-disciplinary collaboration and co-creation are an important factor to succeed with strategic design. At the same time, the project highlights how complex the development of a brand is.

To develop the brand of Roll 'n Eat and to offer a fully brand experience, it is important to understand the complexity of the process of development. This process includes different academic fields (fig. 7, page 18). The customers face different scales and different types of products and services. As designers and architects, it is important to create a relation between these elements. This thesis project will be developed through a non-linear design process, where the business part and the design and architectural part will be developed through each other, which will create the relation between the different scales and different outcomes.

Roll 'n Eat is a well-attended restaurant with a great potential to expand. Their problem is that they do not have a strategy, a concept or a clear storytelling. By conceptualizing their brand, Roll 'n Eat will have the opportunity to take advantages of strategic design. The conceptualization of the brand will create a relation between their design, space and product.

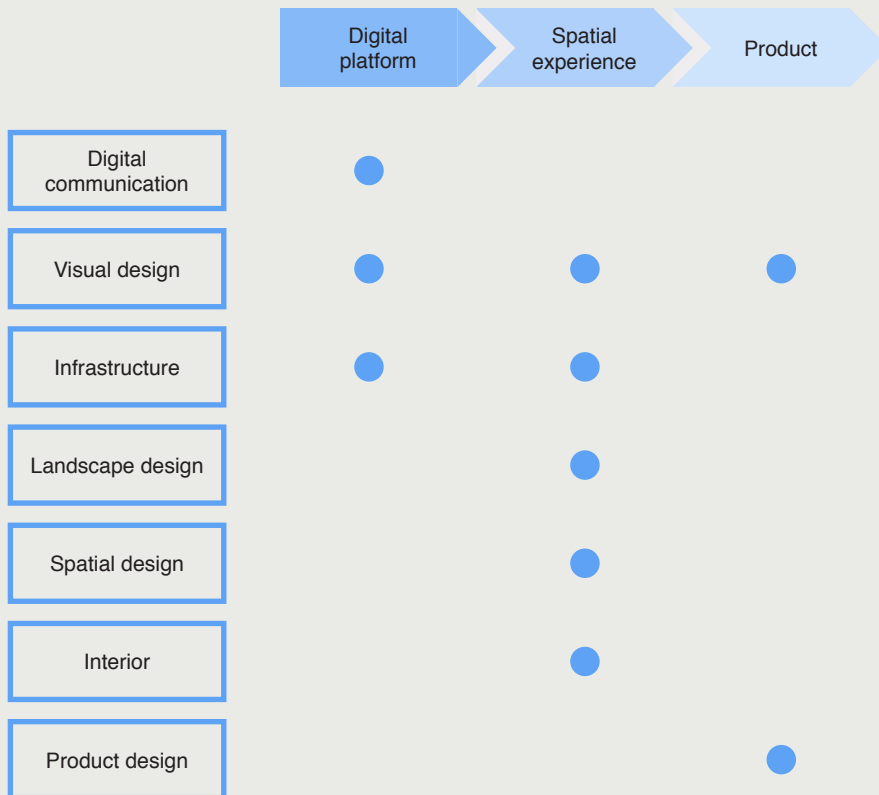


Fig. 7: Diagram of different academic fields

Outcomes for 'The Simply Way':

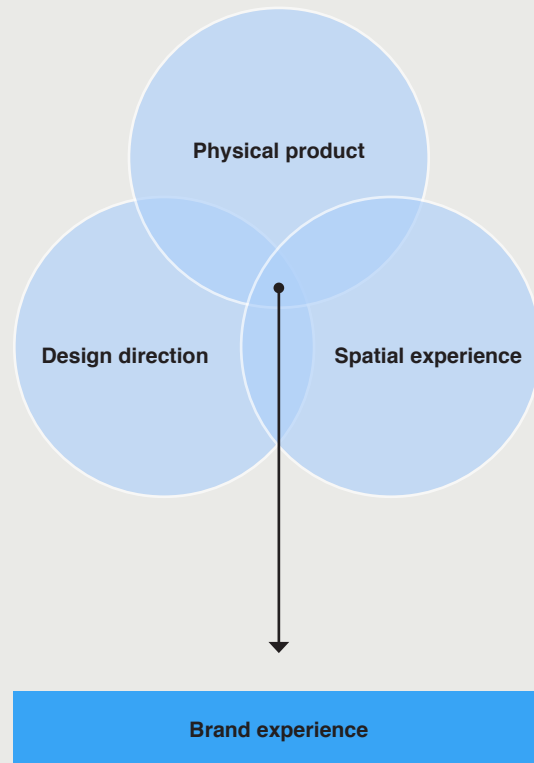


Fig. 8: 'Brand experience'

7. Deliverables

Strategic proposal:

The strategic proposal will be based on a business model canvas analysis and the improvement of this. The further work will be done through the working method 'The Simply Way' where this will lead to the development of the conceptualization with a 'customer journey' perspective.

Design direction:

Moodboards will be created to communicate storytelling, colour language, graphic language, form language and material language. This will help to create an identity for the brand.

Spatial experience:

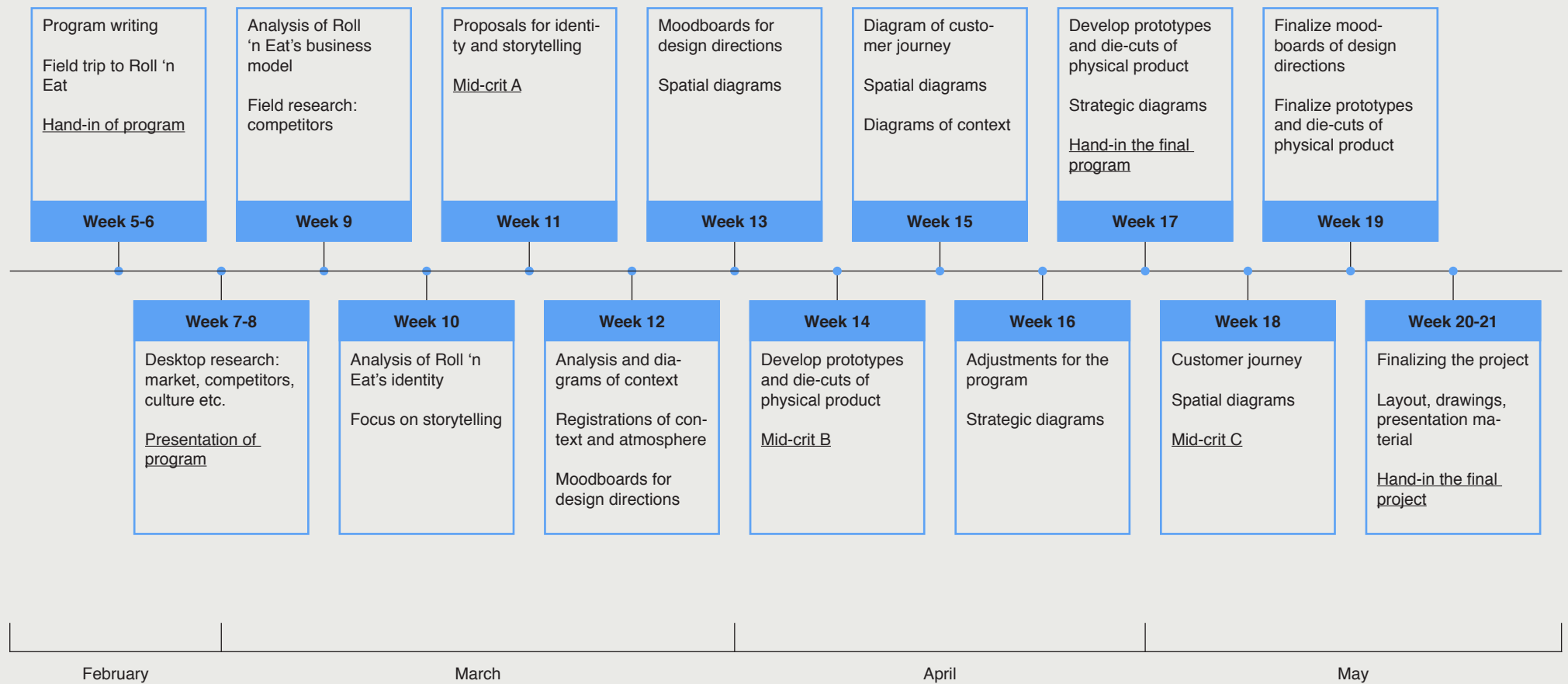
The spatial design will be formulated as a concept as well. This proposal will integrate context maps and analysis. The 'customer journey', research and interviews will be utilized to develop spatial diagrams for the spatial design concept.

Physical product:

Proposals for packaging design as a concept will be developed. This packaging design will be customized for the menu of Roll 'n Eat. This will be developed as die-cuts and prototypes.

Each of the outcomes for 'The Simply Way' will help to develop each other. As a collected outcome this will create the fully 'brand experience' (fig. 8, page 20).

8. Process / Timeline



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9.1 Figure references

Figure 1: Rikke Bruun Bredgaard (2021). *Diagram of work relation*.

Figure 2: Rikke Bruun Bredgaard (2021). *Competitors of Roll 'n Eat*.

Figure 3: Rikke Bruun Bredgaard (2021). *Diagram of locations*.

Figure 4: United Nations (2015). *Sustainable Development Goal #9, #11 and #12*. [illustration] Available at: <https://sdgs.un.org/goals> [Accessed 7 February 2021].

Figure 5: Rikke Bruun Bredgaard (2021). *Diagram of the working method 'The Simply Way'*.

Figure 6: Rikke Bruun Bredgaard (2021). *Diagram of 'customer journeys' at Roll 'n Eat*.

Figure 7: Rikke Bruun Bredgaard (2021). *Diagram of different fields*.

Figure 8: Rikke Bruun Bredgaard (2021). *Brand experience*.

10. CV

Education:

Royal Danish Academy – Architecture, Design and Conservation
Institute: Architecture and Design
Master program: Strategic Design and Entrepreneurship
September 2019 - June 2021

Royal Danish Academy – Architecture, Design and Conservation
Institute: Architecture, Urbanism and Landscape
Bachelor program: Complexity Handling in Practice
September 2014 - January 2018

Hillerød Handelsgymnasium

Business College
Study program: Marketing and Innovation
August 2011 - June 2014

Work experience:

Spacelab Arkitekter

Architectural intern: September 2017 - January 2018
Employed: February 2018 - August 2018
Field of work: Commercial architecture, customer areas, space management
Selected projects: Lyngby Storcenter, Amager Centret

Skills:

Adobe InDesign
Adobe Illustrator
Adobe Photoshop
Autodesk AutoCAD
Rhinoceros
Sketch-Up

Microsoft Office