Developing a brand identity: Bocatas Case

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ABSTRACT

This application project starts with the aim to give a small business the tools needed to develop a new brand. To achieve this, the main objective is to define a new brand identity for an already existing business that wants to expand its limits. The business is called Bocatas, a small burger spot at Tossa de Mar that is looking into opening new locations outside Spanish borders.

The main objective is to fulfill the owners' requirements for the new identity, that included: corporative philosophy, with mission, vision and values; brand descriptive elements, with descriptor, slogan and attributes; a target audience; and a full visual identity with logo, typography, colour palette and some examples of packaging.

To achieve the objective, the author used both interviews with the owners, and a content analysis of their Google My Business Reviews and Instagram posts. With this data on hand, the process was to discuss base ideas or concepts already existing on the brand and compare them to their communication (Instagram) and the customers point of view (Google My Business) in order to develop the final elements that were to form the brand's identity. Finally, those elements were compiled in a document called "Brand Book".

By making a Brand Book, the author stablished basic guidelines for the use of the new brand identity, which will allow the future applications to be consistent and aligned, while helping both owners and employees to keep in mind what identifies their business and what is important to convey in their daily interactions with customers.

Keywords: branding, brand identity, brand book.

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1. Introduction

The motivation behind this paper is to use the knowledge acquired during the degree and be able to apply it in a real project, that can help real people with passions and dreams. Sometimes through the years of the degree, the doubts start to rise, because advertisement is usually just seem as a tool from the big companies to sell more and monopolize markets. But if we can help a small business grow, if we can make dreams come true with our work, then this profession can become our passion and the past 4 years have a meaning.

The project started with an idea, to give all the tools needed for a great communication to a small business with big ambitions. The subject was clear since the beginning, because Bocatas has been an inspiration and a place of expression for the different techniques learned throughout the years. As their community manager, the author has gained invaluable experience and a unique insight to this brand, and it was only obvious that this brand deserved to be the subject of the final project. At the same time, having worked with the owners for a long time has allowed for a connection with them and the brand, making the decision-making of key aspects, much easier.

Bocatas is a small business located in Tossa de Mar, run by its owners Dariela Pérez and Jonas Izquierdo. It is a small restaurant that specializes in burgers and sandwiches, where they offer great quality, and a wide variety and options for everyone (vegetarian, vegan, celiac,etc.). At this moment their gastronomical offer does not follow a theme or concept, as it contains classical, innovative, fusion and foreign-inspired dishes.

The final objective of this work is to define and create a brand (although from an existing one) that is both visually and emotionally appealing and that has the potential to be understood and loved outside Spain. The final product of the project, a brand dossier or brand book, will include all the visual and descriptive elements needed to initiate an effective brand communication.

To achieve the objectives of this project, the first step will be to interview the owners of the company, in order to comprehend their needs. This will be the first of multiple interviews that are going to be necessary to understand the intrinsic personality of their brand and what it has to offer. This methodology will be the start point for the whole project, because they the deeper understanding about their own brand and should be able to draw some guidelines about how they want it to develop in the future.

Later, once all the requirements are clear and set, the challenge will be to condense all of their words and thoughts about the brand in a Corporative Philosophy that is able to represent it fully. At the same time, brand descriptive elements should be defined in consonance with client desires and opinions. This part will be achieved through a content analysis that will take into account both their social media posts and their Google My Business Reviews. This way, both their opinion, their current communication and their customers opinions will be the base of their new brands identity.

Structure wise, the project starts by defining the requirements with the owners, to be able to later stablish a theoretical foundation that allowed the project to base its work on reliable concepts previously defined by experts. On this foundation there is also an introduction to the current state of the brand and the business. Then, after applying both interviews and content analysis as methodologies, results were obtained to fulfill the requirements, which ultimately were to be presented in a brand book.

2. Requirements

The petitionary in this case is an existing company called "Bocatas SC" a family business interested in defining its brand and presence on their current market. But also they want to reevaluate their offer to make it more internationally appealing and to be able to expand themselves outside Spanish borders.

In order to achieve this, the company, represented by Dariela Pérez, has expressed their requirements to be the following:

1. Corporative Philosophy: definition of Mission, Vision, and Values.
2. Brand Descriptive Elements: definition of descriptor, slogan, and attributes.
3. Target: definition of target public.
4. Visual Identity: design of logos and definition of colours and typography.
5. Packaging: design of ideal packaging for different products.

It is important to note that they have ask specifically to maintain their own brand name "El Bocatas". At the same time, some core elements of their visual identity are required to be maintained or adapted, such as:
- Logo
- Typography
- Colours

These elements are discussed on the results section (consult page 11) along with the remainder of the requirements.

These requirements are to be delivered in a single dossier meant to present the company to investors or potential franchisees, as well as new employees and communication experts. This dossier is going to be called "Brand Book" going forward, as this would be a tool to express the corporate identity.

3. Theoretical Framework

Before working directly with the owners and applying branding concepts to their project, it is important to stablish the meaning of some of them. Both to set the theoretical foundation for the project and to have a reference to go to when dealing directly with clients that are not as communication savvy.

First and foremost, this project revolves around branding. With its main objective being stablishing a new brand identity, we need to stablish a foundation on what is a brand identity, and the branding process that leads to it. Later, we can discuss how that identity is going to be expressed, which ultimately will be through a brand book. Inside that brand book are going to be certain elements (discussed in Requirements) that define a brand identity by its philosophy, descriptive elements and visual elements, and all of them are going to be expressed with consumers (or our target market) in mind.

3.1 Branding

"The branding process is a series of well-defined activities designed to develop a value system and communication framework for a business, resulting in a coherent brand identity." (Bilekov, 2022).

Starting with research, in order to later stablish a strategy which is going to have a design and an implementation, branding is going to be the core of this work. This process allows the author to stablish a brand identity with a robust foundation on research, both on the own brand and the context.

The process is used also called "brand creating process" and is used to obtain notoriety and boost customer fidelity, and it should be done by giving employees the best tools to reach their customers in a positive and engaging way (Wheeler, 2017).

3.1.1 Brand Identity

The main objective of this work is to establish a new brand identity, and of course it is important to stablish what makes, exactly, a brand identity.

This concept can be studied from different approaches, as done by (Capriotti, 2010),where he identifies "design approach" and "organizational approach" on the definition and use of the term.

The first one refers to the visual expression of a brand, its logo, typography, colours, etc. and has ended up being more referred to as "Visual Identity". This approach, while still used in some cases as "brand identity", has been given its own term in branding, both practically and academically. We can see this in the following example from the work "Brands and Branding": "Visual identity comprises the graphic components that together provide a system for identifying and representing a brand." (Clifton & Simmons, 2009, p. 131).

The second one offers a deeper perspective, because it handles corporative identity not only as graphical aspects, but it is conceived as the distinctive features of an organization on beliefs, values, and attributes.

On this particular work, both approaches are going to be taken on account, defining a brand identity that if both robust on an organizational and design level.

3.2 Brand Book

To be able to show results in a visually appealing and easily comprehensible way, our final presentation of the brand identity was compiling a brand book, that can be consulted on Annexes. To stablish exactly how this document works, first it is going to be defined and later some examples are discussed, in order to further explain the most actual trends on brand books.

A brand book is, essentially, a compilation of information that helps define a brand's identity, but literature has a hard time deciding on a single definition or even name for this kind of work.

It can be called different names depending on the author. MasterClass (2020)calls it "brand guide" when defining it as "a document that details a company's visual identity, along with rules and guidelines for any public-facing communication.". Wheeler (2017) says 3 different names in a single sentence "Brand books, spirit books, and thought books inspire, educate, and build brand awareness." when introducing the concept on her book "Designing brand identity".

At the same time, depending on the actual content, it can be named differently. For example, if it mostly includes visual identity guidelines and tone/grammar styles, it is often called brand style guide (Laferte, 2020; Minkovsky, 2016). If it includes more elements of corporative philosophy, it can be called a spirit book, as said by Carbone (n.d., as cited in Wheeler, 2017) "A spirit book is a compelling way to express the essence of a brand".

This different names bring up the question of "What is inside a brand book?". In this case, we already have requirements from the client, but it is important to research if we are lacking important elements. Minkovsky (2016) refers only to visual and textual elements as the "must have" ones, such as logo

usage, design style, writing guidelines, web design and print design. Oppositely, MasterClass (2020) states that "Brand guides set forth rules for official logo usage, font type and color, typography, and tone, along with the brand's mission statement, positioning, identity, and values" including more descriptive and less tangible elements.

Once the theoretical foundation of brand books has been established, it is time to look for real applications and references that we can look up to.

Brand Book precedents and references made for big companies:

- Starbucks (Starbucks, 2020)

This internationally recognized coffee brand uses a website to host their interactive brand book. Even though Starbucks was founded in 1971 (Starbucks, 2022) this shows their commitment with technology and evolution.

This one contains what they call "core elements": logos, colours, voice, typography, illustration, and photography. It is notable that they include "voice" and describe how the brand communicates, which they define as "functional and expressive", because traditionally a brand book does only include visual identity elements. But as we can see, this is part of a new trend on branding, where every element is important, specially maintaining a consistent communication with the brand identity.

Their brand book stands out for including multiple examples and case studies. By showing employees how their brand is supposed to be used and applied, they give them all the tools that they need to do it effectively.

At the same time, their use of a spectrum, to show how the brand adapts from functional to expressive depending on the channel or occasion, is a very useful a simple way to demonstrate the fluid nature of brands. Even when maintaining a certain way of communication, you need to be able to adapt to each message accordingly.

- Zendesk (Brandland, 2019)

Zendesk is a "service-first CRM company that builds software designed to improve customer relationships." (Zendesk, 2022) and their brand book was developed by Brandland, an agency that specializes in branding (Brandland, 2021) From the very beginning, we can see that the brand is absolutely customer oriented, both on their products and with their communication.

Their brand book is relatively extensive and includes multiple categories with different elements inside each one:
- The brand: which includes their philosophy as an introduction, as well as brand attributes and different pre-made tag lines/messages made to ensure consistent endings when writing emails, statements, etc.
- Design: presents different visual elements such as logos, typographies, colours and layouts, both giving access to original resources and showing examples on the right usage of every one.
- Presentations: where they not only include guidelines and templates for digital presentations, but also give tips and advice about how to make better oral presentations.
- Writing: which, aside from brand voice elements and guidelines, also shows how to adapt writing depending on the channel and the purpose of the writing.

- Film: this is very exhaustive and offers guide on shooting, editing, animation, sound and photography, not only giving tips and rules for each one, but also advice on how to keep it inside the brand identity.
- Experiences: this section gives suggestions from materials, smells, and furniture that represents the brand to how their offices are supposed to feel, without forgetting the importance of on-brand details in each event that's hosted.

Both of these examples are illustrative of the current trends on brand books and branding presentation. By including not only design and graphic elements, these brands allow their employees to express their corporative identity in each and every interaction that they have with a customer, or when communicating for the brand. This way, a brand ends up not being only a logo and a product, but being a memorable and recognizable experience.

3.3 Elements on a Brand Book
Once we have defined a brand book as a whole, it is important to stablish which elements are going to be incorporated on the current project, and how the theory defines them. In this case the brand book is going to include 4 different categories: corporative philosophy, brand descriptive elements, target and visual identity. These 4 categories include different elements that are the tools that will be used to express the brand's identity on different scenarios.

3.3.1 Corporative philosophy
This concept is defined by Capriotti (2010, p. 25) as "los principios básicos (creencias, valores y pautas de conducta) que la entidad deberia poner en práctica para llegar a cumplir sus metas y objetivos finales fijados" which helps us know that every company goes after their goals in a certain way. This concept can also be called "brand philosophy".

Capriotti (2010) also establishes 3 core elements on corporative philosophy:
- Mission: which answers to "what do we do?".
- Vision: which says "where do we want to get to?".
- Values: which are the "how do we do it?".

And including Bower's (1966) approach "the way we do things around here" when he defines it as "informal, unwritten guidelines on how people should perform and conduct themselves" we can conclude that these rules not only apply to the company as a unity, but also apply to each owner, investor, and worker.

This side of corporative identity can reach consumers through different channels such as: communication, experience, product/service, which therefore need to be in tune with the company's philosophy in order to build a connection and maintain coherence.

3.3.2 Brand descriptive elements
This broad term is used to group different elements that represent a brand, usually used as just "brand elements" that can be defined as "the various tangible elements that create and formulate a visual, auditory, and olfactory brand identity resulting in the innate and inherent Brand Elements." (Bhasin, 2019). Per Bashin (2019) this may include the brand name, logo, theme line or tagline, catchphrase or descriptor, shapes, graphics, colours, sounds, movements, smells or tastes. Of course, not every brand is going to have all of them but should have most in order to be recognizable.

In this case we are including in this category every requirement that the client has made that can be considered a brand element, but not including the ones related to visual identity, that have their own category. The elements included in this category are going to be:

- *Descriptor*

A brand descriptor is the definition of the brand activity that usually goes just under their logo on most supports, and it is usually used to reinforce their best quality or to clarify their offer when using a non-descriptive name (Comuniza, n.d.).

Sometimes it is used as a way to condense a brand description or an elevator pitch in a single sentence and should briefly and clearly answer the question "What is the brand?" (Morley, 2015).

- *Slogan*

Often confused or used as synonym for other words like descriptor, tagline, selling line, letiv motiv, brand idea, claim or motto, a slogan is a sentence that presents our brand and condenses our proposal, while differentiating us from our competitors (MGGlobal, 2018).

Given its purpose, a slogan should be brief, striking, clear, positive, persuasive, contextual, emotional, inspiring, original and creative (Terreros, 2022) in order to be effective. If a slogan is boring or unappealing, it is not going to have a positive effect on our brand and is not going to help the memorability of it. At the same time, it is really important that a slogan is coherent with the already existing brand identity, because it should fully reflect the brand and complement its visual elements (OEDIM, n.d.).

- *Attributes*

Brand attributes are defined as a "set of unique fundamentals and characteristics that identify the physical, character, and personality traits of the brand" (Bhasin, 2019) which makes them really similar to brand values in the sense that they are the core of a brand.

The main difference between values and attributes is that attributes refer to characteristics or more tangible concepts, while values tend to be more emotional or abstract (Reixach, 2021). As an example, a spa can have "relaxing" as an attribute, because it is an adjective that defines them, and "mindfulness" as a value, because that is something they want to bring to their customers (Carracedo, 2017).

3.3.3   Target

As a common word, target can be assumed as multiple concepts, depending on the field, but in branding, we talk about target markets or audiences. This is one of the most important elements, not because of its real world application, but because of its intrinsic use on communication and in every other decision.

One example of definition for this concept is "A target market is a particular portion of the total population which is identified (i.e., targeted) by the marketer or retailer to be the most likely to purchase its products or services." (Marketing Accountability Standards Board, 2018).

On this work, our target could be both our consumer or an investor, and this fact should be taken into account in the final work (brand book). At the same time, each and every decision on branding should be done thinking on whom we aim to reach with our brand.

3.3.4   Visual Identity

Finally, a brand is ultimately recognized by its looks. As defined before, the following elements are the most tangible part of the brand, as they can be recognized through the senses (Bhasin, 2019). But specifically, a visual identity "refers to any visible components such as a logo or brand colors that help customers identify a brand" (Goldstein, 2021). This way, the visual identity of a brand are all of those elements that people can see and ultimately recognize, those that take them apart from their competitors. In this project the visual identity is going to be represented by: logotype, typography, colour palette and packaging examples.

-   *Logo*

Logo is a word that works as an umbrella for different terms, and all of those are usually called "logo" on its own, just to reference the symbol that identifies a brand (Reixach, 2021). A logo can be a "logotype" or a "logomark", the first one being a logo that only features typography, just the name or initials of the brand, and the latter being those that are centered around an illustration or image (Fitzgerald, 2021). Of course, those can be combined into "combination logos" that include both elements (ZeBrand, 2020).

This element is the face of the brand, their most recognizable feature and should portray their offer, as well as their identity, in order to communicate effectively with their customers (Reixach, 2021).

-   *Typography*

When we talk about typography, we not only think about text, but also other elements, as defined by Arnett (n.d.) typography is "arranging text in an engaging, interesting and legible way that gets the message across most appropriately". This way, typography is our main way of written communication and should be used in a legible way that facilitates comprehension, but also that invites to read our message.

At the same time, typography also can represent the tone and values of a brand just like colour does, just in a different way. For example, sans-serif fonts are typically advanced looking and are usually clear, easy, simple to read, while serifs seem outdated, look conventional and give an older feeling (The Logo Creative, 2019).

This element is of especial importance when trying to stablish a new brand and making it stand out. Of course, creating a unique typeface for a brand is costly and time consuming (Maag & Carson, 2020) and it gives you the power of a 100% personalization, but choosing and existing one that goes with the brand's identity is an alternative that works for many small businesses before making a big investment in this area.

-   *Colour Palette*

Colours are one of the primary tools of expression, and can portray different meanings that vary with context, culture and many other variables (Kauppinen-Räisänen, 2014). It has a relevant importance specially in branding, because up to 85% of consumers have colour as a primary reason for buying a product (Patel, 2010) and this makes the colour choosing a key step on the branding process. We cannot choose a luxury color such as purple for a brand that tries to be portrayed as fun and informal. Our colours should be in tune with our brand identity in order to show cohesion and consistency (Reixach, 2021).

A brand's colour palette is simply all of their colours together, and it is important to stablish which colors are chosen for which context and scenarios. We need to keep in mind that our colours are

sometimes the first thing customers see about our brand (before even seeing a logo or product) and they should portray our identity and personality, to be able to be recognizable in the future (Sievers, 2020).

- *Packaging*

This element is not only the format, container or wrapper that contains or protects a product, it includes the container on itself and any elements that come with it, such as tags, boxes, decorations, etc. (Brandsummit, 2019). It is a specially remarkable way to portray the brands identity because it is the one thing that customers are going to bring home, once they have purchased a product, and is probably the element that they are going to be more in contact with.

One important feature on packaging are their colours, because as it is an object that consumers can see and touch, it has a big weight on their decision of purchase. As said by Kauppinen-Räisänen (2014, p. 668) "consumers use packaging colours to draw inferences about product quality and product meanings" consumers not only compare rational characteristics or price, the colour also influences their decision.

Also, materials on packaging are another key part of the final product, because it is not only important to choose the right materials to maintain freshness or temperature, but also those should align with your values; for example by being sustainable or by showing luxury through materials, depending on the brand (Deignan, 2022).

4. Methodology

In order to achieve the objectives and to be able to fulfil all requirements, the author used different methodologies throughout the project, those being interviews and content analysis, which will be explained further below. The aim behind these two points of view was to be able to include both qualitative and quantitative data, the interviews adding a more personal and qualitative input, while content analysis was able to add quantifiable aspects to the project, such as the most prominent characteristics of the brand (by its customers opinions).

For the application part of this project there was a process for the decision making in order to apply the knowledge acquired from each methodology. Once the requirements where defined, the owner' opinion and comments were obtained through interviews, where they freely expressed their thoughts and ideas. From those ideas and base concepts, once the data was acquired from the content analysis, the author contrasted different ideas and possible outcomes for every aspect, considering both data and branding theory. Finally, once achieved different proposals for every requirement, there was a final review with the owners to get the preliminary brand book approved.

4.1 Interview

"An interview is a conversation for gathering information. A research interview involves an interviewer, who coordinates the process of the conversation and asks questions, and an interviewee, who responds to those questions." (Easwaramoorthy & Zarinpoush, 2006).

With this methodology, the goal was to obtain core information about the brand and its identity. Multiple interviews were conducted with the owners, initially with both at the same time and later, for more field-specific questions, individually. Those were recorded (requested by interviewees) and results were extracted via authors notes and inference.

- Dariela Pérez: with her brand and business knowledge, joined with her background in corporate positions on logistics and her current position as head of kitchen, Dariela knows everything related to products, offer, ingredients, and descriptions. When making decisions about how to present facts and rational aspects of the brand, her expertise and practical way of thinking makes her the go-to person.
- Jonas Izquierdo: the more customer oriented of the pair, Jonas is more aware of its customer's needs, desires and opinions, as his role as Maître includes direct contact with them. At the same time, his years of background on customer service position (both in restaurants and in other fields) make him the most reliable person when deciding brand philosophy and other elements more related to experience and feel.

The author chose to conduct semi-structured and unstructured interviews, which are characterized by their relative freedom of structure (Easwaramoorthy & Zarinpoush, 2006), because this allowed the owners to express more freely and ensure that their view was portrayed. This kind of interviews were helpful for getting feedback on the different topics, even if it was not pre-planned to talk about them.

4.2 Content Analysis

As a way to apply both qualitative and quantitative data, a content analysis was made regarding the brand's online presence and reputation. This is a very important aspect because quantitative research is a "research methodology that tries to describe the facts and figures concerning consumer and market phenomena" (Ellwood, 2003, p. 321) and while the first methodology used (interview) can give key qualitative data regarding the brand, obtaining more tangible data added another layer of security and accurateness to the final brand. At the same time, this allowed to apply real words found both on social media (therefore used by the owners when communication the brand), and customers reviews (used when giving an opinion about the restaurant and their experience).

Content analysis has been defined as a systematic, replicable technique for compressing many words of text into fewer content categories based on explicit rules of coding (Berelson, 1952; GAO, 1996; Krippendorff, 1980; and Weber, 1990, as cited in Stemler, 2000). With this methodology, extensive raw data from different sources can be condensed into fewer words and quantified to be able to elaborate graphs that express trends in usage of words and opinions. One of the most used applications of this methodology is word frequency count (Stemler, 2000) and it was also the main use for this project. At the same time, following Stemler's advice, the author tried to go further with it and take advantage of its systematic use. Because by reading and studying each entry the same way, highlighting those that include relevant information, specially from customers, should be easy.

This methodology was applied in different ways to different platforms:

4.2.1   Social Media

For analysing their content, the author used a data sheet including the following aspects:

- Post URL
- Date
- Number of Likes
- Number of Comments
- Keywords

The data was obtained directly from their Instagram profile (given that the content is exactly the same on Facebook). Every post (image, video, and carrousels) in the timeframe between 01/01/2021 and 12/31/2022 was taken into account. This sums up a total of 35 posts. Data can be consulted on Annexes.

With this analysis, the expected results were to be predominant keywords that the brand uses for their communication. This data allowed to know the most important and used words, that were going to be key in defining a new brand based on the existing one. This way, it became possible to keep the same theme and voice around the brand, as well as key concepts such as highlighted products or important values.

4.2.2 Reviews

This was to be analyzed using Google My Business Reviews. For the purpose of analyzing different aspects, only those with a written opinion were studied by using a data sheet with the following aspects:

- Date
- Rate
- Content
- Keywords
- Overall opinion (Positive, Negative, Neutral)

The data was obtained directly from their Google My Business profile. Every review in the timeframe between 01/01/2021 and 12/31/2022 was taken into account. This sums up a total of 147 reviews. Raw data can be consulted on Annexes.

With this analysis, the expected results were to be predominant keywords that the customers use when describing their experience at the restaurant, as well as an opportunity to identify those common on great/bad reviews respectively. This data allowed to know the most valued aspects of the experience by the customers, as well as their overall feeling towards the restaurant. This information was useful when defining different aspects of the new brand, by taking on account if customers really perceive the brand a certain way, which can be different from the owner's perspective. This way, the customer's point of view, the most important when building a brand that focuses on customer service, especially important in hospitality, is going to be shown in every aspect of the new brand.

5. Results

On this case, the project does not start entirely from scratch, because there is an already existing brand that sets a precedent and will be used as a foundation for the new and renovated one. We would not call this a rebranding because, even when we are going to maintain a few original elements, the existing location is going to maintain its activity as usual, not implementing the current brand development. The results from the project are hopefully going to be implemented in future locations.

The brand name is: El Bocatas. Their existing visual identity has a few elements that are consistent, but they do not have any guidelines or rules regarding the use or application of those (D. Pérez, personal communication, 23 November 2021). Their current logo represents their offer pretty accurately, and is the main element that they look to maintain (explained below under "Logo"). They roughly use the same colours when possible, black and different shades of orange, usually with light backgrounds, especially on their website (Bocatas, 2020), which are going to be explained on "Colour Palette".

It is a fairly casual restaurant that mainly serves burgers, sandwiches, and salads. They do not have a set concept, but define themselves as a casual burger place (J. Izquierdo, personal communication, 23 November 2021). As seen on their website (Bocatas, 2020) they offer quality products with fresh ingredients made as homemade and naturally as possible. They have also stated their commitment with sustainability in every possible aspect of their business, which can be seen on their plant-based offer, as well as compostable take-out packaging, returnable soda bottles and refillable water bottles (D. Pérez, personal communication, 23 November 2021).
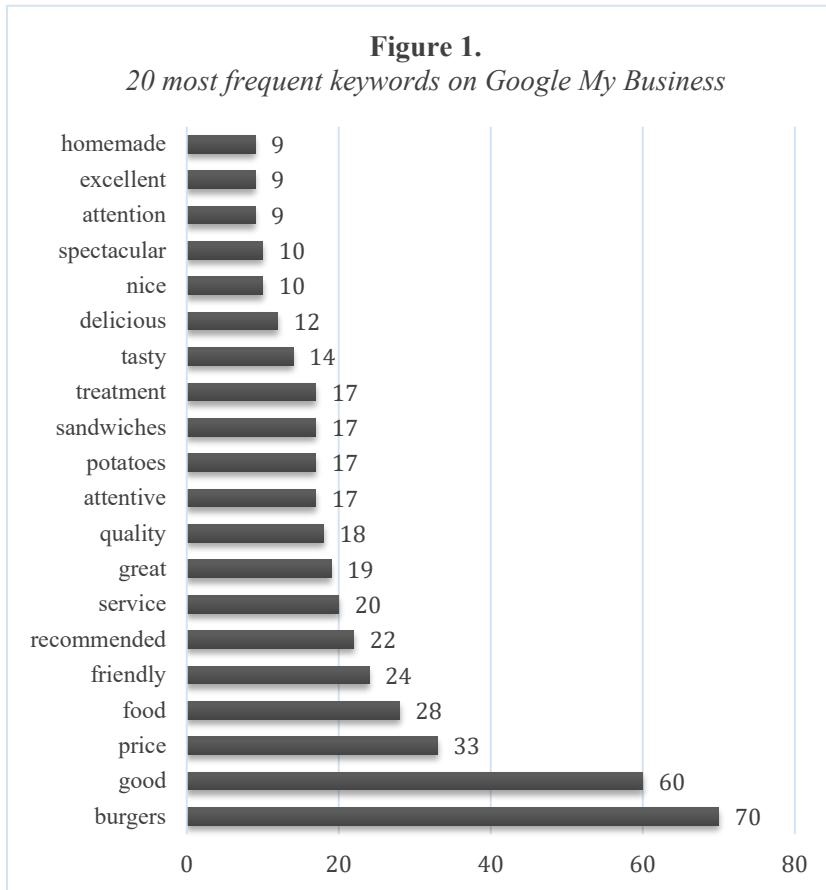
Their clientele is composed by different groups of people, such as: locals, which live at Tossa de Mar or in neighbouring towns, tourists, who are in a one-time visit and regular-tourist, which are people that visit Tossa de Mar regularly, but do not live there. This last group can be from far away or from any place in Catalonia, and usually use a vacation home for 1 or more occasions a year. The age of customers is pretty varied, probably centred between 20 and 40 years old (J. Izquierdo, personal communication, 23 November 2021).

Current external communication is social media based, with presence on Instagram and Facebook, but with exactly the same content on both platforms. Their posts do not have regularity, nor do they have any apparent content strategy. They also have a website where we can find basic information such as address, open hours and the menu, but its main function is to host their online-order system. This allows the customers to order take out easily, but also is not used at its fullest as a channel of communication.
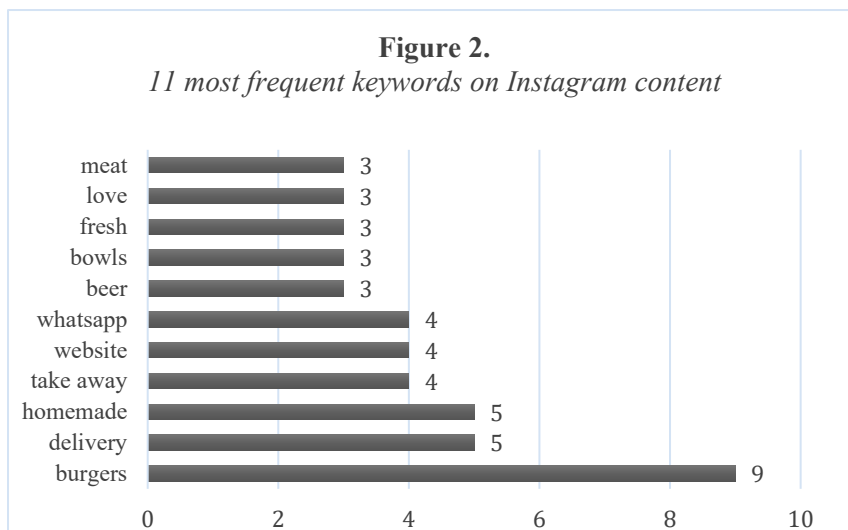
In conclusion, right now Bocatas is a successful business that has found itself stuck communication wise. They have a great customer base and relationship but have not found a way to translate that into a bigger picture. They know how to communicate with customers, but only face to face and have little social media interaction. At the same time, while their food is really good and offers prime quality, they haven't been able to define a concept or focus themselves on what they do best. Finally, their brand philosophy has never been established until now, and those elements can be consulted on "Brand Philosophy" or at Annexes: Brand Book for their final presentation.

Once each interview was completed and every entry analyzed, the main part of the project was due, defining a brand-new identity for an existing brand, but with future in mind. In order to make informed and data-backed decisions, every element that was to be part of the final brand book was compared with applicable data from the content analysis, as with owners' opinion through their interviews.

To be able to do this comparison, raw data from content analysis was to be compiled in comprehensible and easy-to-consult graphs, as can be seen below:

Figure 1.
20 most frequent keywords on Google My Business

Keyword	Value
homemade	9
excellent	9
attention	9
spectacular	10
nice	10
delicious	12
tasty	14
treatment	17
sandwiches	17
potatoes	17
attentive	17
quality	18
great	19
service	20
recommended	22
friendly	24
food	28
price	33
good	60
burgers	70

Note. Propietary development. Source: Bocatas Google My Business Profile.

On Google My Bussines we found a total of 158 different keywords. The 20 most frequent ones can be consulted on Figure 1 (for a complete list of keywords and frequency, go to Annexes).

This allowed us to identify the most distinct aspects of the existing brand, which is recognized by its burgers (70), that we must assume are very good (60). At the same time, when analysing reviews, it was discovered that many people would recommend or came by recommendation to the restaurant, which came to talk about the overall feeling of the place.

Figure 2.
11 most frequent keywords on Instagram content

Keyword	Value
meat	3
love	3
fresh	3
bowls	3
beer	3
whatsapp	4
website	4
take away	4
homemade	5
delivery	5
burgers	9

Note. Propietary development. Source: Bocatas Instagram Profile.

Instagram content, as seen on Figure 2, confirmed the importance of burgers for the brand (9), but also showed that the business makes an effort to repeat to their customers that they can not only eat them at the restaurant, but also at home.

Even though there is certainly a smaller pool of data to analyse here (35 posts) it is important to take into account what are they highlighting or giving importance from their end.

The remainder of this results section is going to be centred on answering the requirements for the project, one by one, with the final decisions that were taken on each one in consensus with the owners.

5.1 Corporative Philosophy

This section is the heart and soul of the brand and should always reflect both the envision of the owners and the reality of the brand public image, which is what ultimately represents the brand as a whole.

5.1.1 Mission

Offering a whole gastronomical experience to our customers and make them feel at home.

As an answer to the question "what do you do?" at Bocatas we don't just only listen to the owners when they say that they try to offer great food and attentive service (J. Izquierdo & D. Pérez, personal communication, 2021). But also to customers that back up those claims. The content analysis on Google My Business reviews showed that up to 87 reviews (from 147) mentioned in some positive way the service received (with words: attention, treatment, attentive, service and friendly).

At the same time, when reviewing Instagram content, we can highlight Bocatas food offer, present on up to 17 posts (keywords: burgers, homemade and bowls) from 35 reviewed. It is notable that this is their key selling point, centred on their quality food.

Both concepts come together to bring an experience where the customer can enjoy a wonderful meal with friendly and attentive service.

5.1.2 Vision

Become part of our customers' lives by bringing them joy and happiness through our Bocatas.

When the owners (J. Izquierdo & D. Pérez, personal communication, 10 2021) were asked "where do you want to get to?" their answer was clear, they wanted to keep making their customers happy in every way possible. Their end goal is to be a source of happiness for their customers, and that they feel like every time they eat at Bocatas, they will have a great time in an enjoyable environment.

5.1.3 Values

Quality, Integrity, Sustainability, and Good vibes.

- Quality
  In each and every way possible, El Bocatas tries to deliver quality. Quality ingredients, quality service, quality communication, quality music. Everything that relates to the brand must be up to standards and convey a quality feeling. Specifically, this value is back up by customers opinions on Google My Business, where it was the 9th most frequent keyword.

- Integrity
  Honesty, transparency and moral principles are some of the values that shape the brand. This was specially important to highlight for the owners because they have built their business themselves, in direct contact with customers, having their feedback for every decision and change, and they aspire to maintain that transparent communication while growing (J. Izquierdo, personal communication, 23 November 2021). At the same time, this applies to their relationship with employees and suppliers.

- Sustainability
  Our goal is to make sure that our activities do not impact negatively in any way. Environmental sustainability through the use of biodegradable and reusable materials, as well as recycling and minimization of waste, is just one of the ways to achieve this. Also, providing fair conditions of work and teaming with local charitable projects will ensure a positive impact in our immediate surroundings.

  One remarkable example of their commitment with the environment is their water bottles. They try to reduce plastic waste by using refillable (with filtered and treated water) glass bottles. This policy has definitely had a positive impact on their waste production, but also a negative one on their reviews, where 3 people (from 6 total negative reviews on 2021) were not happy with their way of handling this new system. This was addressed by the owners at the time and a solution was found.

- Good vibes
  This is the least serious of the values, but the key to make everything work. Both Izquierdo & Pérez (2021) agree that the good vibes, good mood and overall a good atmosphere are the secret to have happy customers. This is portrayed not only directly on service, but also when doors are closed.

5.2 Brand Descriptive Elements

These elements will help present the more tangible side of the brand through words. Beside the logo, these are going to be the first points of contact between potential customers or investors and the brand. Both the descriptor and the slogan are phrases that convey the brand's identity easily, and attributes should be words that describe perfectly what the business is about.

5.2.1 Descriptor

The sandwich experience.

With this statement, we highlight the full experience surrounding the meal as well as the diversity on the menu. The sandwich experience not only talks about the many sandwiches we sell, but also shows our customers that you are in for a good time, with quality food, great drink pairings, warm service and friendly ambience.

The main focus of the brand would be meals with two starch components and a filling, also known as sandwiches. This concept also includes burgers, melts, quesadillas, and many other dishes that follow the same structure. Even though their 2021 reviews show that their burgers (70) are more frequently mentioned than sandwiches (17) it was decided that "sandwich" was more representative of the gastronomic offer as a whole.

5.2.2 Slogan

Good vibes? Good sandwiches? Bocatas.

Following the descriptor's idea, the brand slogan proposes to the customer the two main highlights of Bocatas. A great experience, with good vibes (a value) and good service, as well as good and enjoyable food.

This is presented in a short and direct way, with just 5 words that go straight to the point. It is a friendly invitation that asks if you are interested. The fact that it shows two questions in a row also helps make it an attention catcher and by giving an answer we are "solving" our audience problem/doubts.

5.2.3   *Attributes*

Variety, Fresh and Homemade.

These are the characteristics that can define the product, but that also are a core element to the brand. Bocatas could not be imagined without these elements, because they are part of its identity:

- **Variety**
  When choosing "the sandwich experience" as a descriptor, it was clear that an important part of Bocatas was to be able to offer many different products. To offer something for everyone and that anyone can come and find a sandwich of their liking.
- **Fresh**
  In this case it no only refers to produce, which is also fresh, but also to the whole brand. Refreshing, as in innovative, modern, and surprising, is something that characterizes the brand. While this attribute was identified from initially from their offer and while interviewing Pérez (2021), Instagram content also showed the word on its top 11 frequent words, which makes it a good choice given it has already been communicated to their customers.
- **Homemade**
  This is a key attribute that conveys not only the superior quality of homemade food, but also the love, attention, and effort that it requires. Both Google My Business and Instagram show this word on its top keyword frequencies, which assures us that not only are the owners proud of it, but also that customers notice and value this aspect.

5.3 Target
Bocatas has a wide target audience that can not be defined by its geographical location, because the aim of this project if for it to be used in a new location elsewhere. Beside that, the target can be defined as follows:

- **Young at heart**
  Even though the existing brand has a target audience between 20 and 40 years old, it has been stated by Izquierdo (2021) that they not only appeal to those physically younger. He has seen a trend that shows that people who are cheerful and maintain an open mind are always attracted to his place, no matter their age.
- **Adventurous**
  Sandwiches are staples and safe foods for most people, but Bocatas does not offer your typical sandwiches. Their offer is aimed at those who want to try new flavours and new combinations.
- **Foodies**
  Those people who love food, but not any food. Quality, freshness, and presentation are very valued by this group, and in this category Bocatas excels. This group is going to be the people that notices every detail and is grateful for a great meal.

5.4 Visual Identity

This section is the face of the brand, those elements that people can see and are most easily remembered. It is important that each and every communication made follows some standards, in order to make our communications recognizable and to build a strong and defined brand identity.
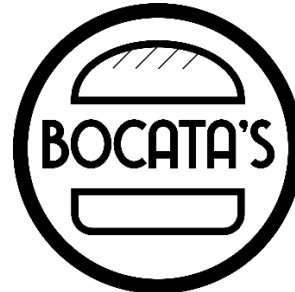
5.4.1 Logo

Figure 3
Bocatas logo with black background

Figure 4
Bocatas logo with white background

Note. Propietary development. Source: own elaboration.

Note. Propietary development. Source: own elaboration.

This is one of the elements originally kept from the existing brand (as seen on Figure 3 and 4). This logo is a simple representation of the brand. It only uses one colour, black, which makes it easy to adapt to different applications and backgrounds. At the same time, by being made from simple shapes, it is scalable and adaptable.

On this case, our "logo" of choice is a combination of both classic types (logotype and logomark), which includes both a graphic recognizable element and another typographic element that shows the brand's name.

About its meaning, it is pretty straightforward. "Bocatas" in big bold letters and enclosed between the representation of 2 slices of bread. The lines on the top bun make reference to a burger bun, making it easier for the customer to know that there are not only sandwiches, but also a lot more.

Figure 5
Bocatas logo without circle

Their main logo uses a circle that surrounds the previously discussed shapes, but depending on the application, it can be removed (as shown on Figure 5). This circle helps maintain the white space necessary around the logo, while binding all the elements together.

Note. Propietary development. Source: own elaboration.

5.4.2 Typography

There are two typographies in use for the brand, as this is the other inherited element from the existing brand. The logo contains **Tawakkal Sans**, which is a sans serif typeface that shows bold lines and overall shows a consistent look. Its modern appearance, combined with more classic and round arches, makes it an inviting typeface that portrays the brand's identity.

At the same time, in any other settings their main font of use is Gilroy, in both **Extrabold and** Light typefaces. This one is a easily comprehensible sans serif typography, that shows mostly straight lines and is used as a bold statement (extrabold) when using strong or eye-catching messages, or as a subtle and modern font (light) for long texts. Both typefaces can be consulted on Annexes, on its own section inside the Brand Book.

5.4.3 Colour Palette

Figure 6

Bocatas Palette

| 242424 | CC5200 | 417B5A | D0CEBA |

Note. Propietary development. Source: Coolors, by D. Molina, 2022

This brand new colour palette offers 4 distinct colours that can be used in different applications (as will be exemplified on the section "Packaging").

- Not so black, black: this colour comes originally from their logo, and it should be used mainly for text as a way to not darken designs too much. Black offers a high contrast potential and is always reliable when showing text over light backgrounds.
- Hungry orange: taken from their origin, the hungry orange is heritage from the establishment's first wall colours (although it was a brighter shade of orange). Izquierdo (2021) has said that orange is a colour that makes people hungry, and while there is not a lot of research that can back that claim, Kauppinen-Räisänen (2014, p. 670) stated that orange is certainly a colour that catches involuntary attention on people.
- Refreshing green: as to counteract but also complement our hungry orange, refreshing green is going to portray the freshness of the ingredients, especially when using it related to salads and vegetables. At the same time, it is commonly accepted that green means nature (Kauppinen-Räisänen, 2014, p. 668) and this characteristic aligns perfectly with our sustainability value.
- Calming beige: as a background, contrast colour or simple on big surfaces, this almost white colour will bring stability and serve as a neutral colour when the application calls for it.

5.4.4   Packaging

As a way of showing the good practices for the brand's visual identity and to give a more tangible idea of how that should look, different pieces of packaging were made to exemplify it. All proposals share a few common aspects, the main one being sustainability.

Figure 7 shows cardboard cups that could be use for any cold or hot drink, therefore reducing single use plastics. Figure 8 follows showing a to go container that is made from sugarcane, a fully biodegradable material. Figure 9 shows that not only biodegradable materials are a solution, but also reusable containers that can be refilled and that way avoid single use packets. Finally Figure 10 illustrates a tote bag, made from recycled fibers that could be the substitute of paper and plastic bags, and also acting as merchandising for customers.

Figure 7

Bocatas To Go cups

Note. Propietary development. Source: own elaboration.

Figure 8

Bocatas To Go containers

Note. Propietary development. Source: own elaboration.

Figure 9

Bocatas sauce bottles

Note. Propietary development. Source: own elaboration.

Figure 10

Bocatas tote bags

Note. Propietary development. Source: own elaboration.

6. Conclusions

Once the project was concluded, we have obtained a renewed and ready to go Brand Identity, followed with a presentation Brand Book that shows every aspect of the brand (and can be consulted on Annexes). This should help both owners and employees to portray their identity in every way, as well as open new doors in new markets and make them grow.

The main objective of this work was to define and create a new brand identity for the Bocatas brand that they can use going forward in new business. This was achieved by applying a branding process to their current un-defined identity, that allowed us to obtain the core aspects that make this brand unique.

Beginning with their corporative philosophy, which should represent their soul (Capriotti, 2010), we concluded that this brand was a quality-oriented one that looked forward to make their customers happy in every aspect of their experience. Secondly, this philosophy was applied to the different descriptive elements that should convey the message when presented to customers (Bhasin, 2019) and we achieved this through their "sandwich experience" descriptor, but also went with a more catchy phrase for the slogan, with direct questions that went "Good vibes? Good sandwiches? Bocatas". Thirdly, we defined who we were addressing our messages to, by defining a broad target audience (Marketing Accountability Standards Board, 2018) that included a few key characteristics of our consumers. Lastly, the visual identity was defined in order to be coherent with the rest of their brands identity and to optimally portray its message (Clifton & Simmons, 2009): a simple but bold logo, a sharp and modern typography, bright and meaningful colours, and a sustainable and consistent packaging, were the final elements chosen to represent the brand on its daily operations and be in direct contact with customers. And finally, with all elements being presented in a brand book, their brand identity was ready to be used and applied.

By developing a brand book that shows them how everything is and should be, they have a guide that is going to help them be consistent and painting their identity for a long time. This new identity will not only help them grow and open new businesses, but also to improve their current one over time. This will of course bring them a more professional way of conducting business as well as a more clean image.

The analysis of Google Reviews has allowed to identify not only key strong points (such as service, food and quality) but also those that bothered customers and should be addressed (long waits or not-bottled water). This was also a great way to really hear customers opinions and voices, because sometimes you are not able to pinpoint where you have a problem or a success, but customers will tell you. This was specially notable with the "Patatas Bocatas" (shown as the "potatoes" keyword) which were one of the top 20 frequent words. This way it was identified as a really popular dish, that people not only buy, but talks about.

In the same way, Instagram content analysis also was useful when identifying which content/products are being presented to customers. It was obvious that burgers have a protagonism on their page, and it was concluded that future content strategies should include more variety in order to present customers with their whole range of products.

Although interviews were really unstructured and more like conversations, the owner's insight was key when defining aspects of the brand. Which brings us to an important conclusion: you can only build a brand if you know and love the brand. Their understanding of every aspect and their opinions on a business they both have built is an invaluable aspect when defining a brand.

Finally, this project has shown the importance of having a clear brand identity that is easy to remember for customers, but also that is easy to follow and natural to feel for employees. This comes to say that branding is important, and logotypes and typographies as well, but the most important part of a brand are its people, those who have to use it and communicate it everyday.

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