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Business model and image for a company in the restaurant industry in Ciudad Obregón, Sonora, México[*]

Modelo de negocio e imagen para una empresa del sector restaurantero en Ciudad Obregón, Sonora, México

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Abstract
The objective of this article is to develop the business model and image for a restaurant industry company in Ciudad Obregón in order for it to have a greater impact from its launch and more opportunities to stand out in the market. The method used for the business model is the Lean Canvas by Ash Maurya (2010), because its specific steps help to break down and identify the value of the brand. For the creative process of the establishment's image, the methodology The Creative Problem-Solving Process by Alex Osborn (1940) is used, since it is adaptable to the needs and creative problems encountered. As a result, the business model for the Tango Mango brand is obtained through the Lean Canvas. Once the business model and the brand's value proposition have been developed, the image is developed, considering the attributes and personality that the brand seeks to represent in the market. With the developed project, the new business idea Tango Mango favors a business model based on a structure that works to open doors to the market and achieve a graphic image according to its values, attributes and personality, which will make it stand out and position itself in the market for its innovation,

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style and unique essence, therefore, the implementation of the proposed action plan is essential. The contribution of this research lies in the fact of having taken into account the image of a brand from its conception as a business idea, as well as the possibilities of success in terms of positioning and scope.

Keywords: Business, Image, Restaurants, Design, Companies

Resumen

El artículo tiene por objetivo desarrollar el modelo de negocio y la imagen para una empresa de la industria restaurantera en Ciudad Obregón para que ésta tenga un mayor impacto desde su lanzamiento y más oportunidades de destacar en el mercado. El método usado para el modelo negocio es el Lienzo Lean Canvas de Ash Maurya (2010), debido a que sus pasos específicos, ayudan a desglosar e identificar el valor de la marca. Para el proceso creativo de la imagen del establecimiento se usa la metodología *The Creative Problem Solving Process* de Alex Osborn (1940) ya que es adaptable a las necesidades y problemática creativa que se encuentra. Como resultado se obtiene, en primera instancia, el modelo de negocio para la marca Tango Mango, a través del Lienzo Lean Canvas. Una vez plasmado el modelo de negocios y la propuesta de valor de la marca se desarrolla la imagen, considerando los atributos y personalidad que se buscan representar en el mercado. Con el proyecto desarrollado, la nueva idea de negocio Tango Mango favorece un modelo de negocio con base en una estructura que funciona para abrirse puertas al mercado y lograr una imagen gráfica según sus valores, atributos y personalidad, lo cual hará que destaque y se posicione en el mercado por su innovación, estilo y esencia única, por ello, es esencial la aplicación del plan de acción propuesto. El aporte de esta investigación está en el hecho de haber tomado en cuenta la imagen de una marca desde su concepción como idea de negocio, así como las posibilidades de éxito en temas de posicionamiento y alcance de la misma.

Palabras Clave: Negocios, Imagen, Restaurantes, Diseño, Empresas

Introduction

The business model represents all the elements that make up a business. It describes what the company offers customers, how it reaches them, interacts and engages with them, interacts with suppliers and employees, and uses communication channels (Llorens, 2010). This document is created before the development of the company begins. Osterwalder & Pigneur (2011) state that "a business model describes the rationale of how an organization creates, delivers, and captures value" (p. 14). In the business world, there are brands that, from their inception, include the project's image, which helps them position themselves better and identify themselves in the market. The image is the face of the project or idea, such as the logo, visual identity, or brand identity that visually represents and defines the brand.

The restaurant industry is one of the most commercialized sectors in Mexico and worldwide. When starting a food project, it is essential to have a methodology to develop the idea that addresses aspects such as the problem or need, the solution the idea provides, the target market, and possible strategies. Just as there are restaurants in Mexico and the world that have become successful thanks to their image, there are also restaurants that have struggled because they need a solid image.

This article aims to develop the business model and image for a restaurant industry company in Ciudad Obregón. The Lean Canvas model by Ash Maurya (2010) was used for the business model because its specific steps help break down and identify the brand's value. The Creative Problem Solving (CPS) methodology by Alex-Osborn (1940) was used to establish the establishment's image because it is adaptable to the creative needs and challenges encountered. As a result, the initial step was to obtain the business model for the Tango Mango brand through Lean Canvas. With the developed project, the new business idea of Tango Mango promotes a business model based on a structure that opens doors to the market and achieves a graphic image aligned with its values, attributes, and personality.

Resolution scheme

1. Research problem

What kind of business and image model should a company in the restaurant sector have in order to enhance the Brand?

2. Methodology

After analyzing different research methodologies for the business model, the Lean Canvas methodology by Ash-Maurya (2010) was chosen because its specific steps help break down each aspect and identify the brand's value. The CPS methodology by Alex-Osborn (1940) was selected for establishing the establishment's image as it adapted to the identified creative needs and challenges.

2.1 Ash Maurya´s Lean Canvas

Through a series of interconnected segments, Ash-Maurya (2010, p.21) structured his methodology as follows:

- Problem: The reason for the existence of the business. It describes the problems encountered and the product or service that can solve them.
- Solution: The solution that your product or service provides to the problems.
- Customer Segment: It defines the affected individuals or groups who experience the identified problems and for whom the product can provide a solution.
- Unique value proposition: It is the distinctive benefit that the company offers compared to other similar ones in the market.
- Unique or special advantage: It describes what sets the brand apart from competitors and is challenging to copy or imitate.
- Channels: The means of access to customers. Sales or communication channels through which customers are attracted.

- Cost structure: Analyzing the expenses for the launch and operation of the business.
- Revenue streams: Defining how the business will generate income. It establishes the sales modalities, strategies, etc.
- Key metrics: Determining the metrics or indicators that will be tracked to monitor the effectiveness of the strategies.

2.2 The creative problem-solving process of Alex Osborn

According to the Creative Education Foundation (2020), Alex Osborn's methodology, designed in 1940, utilizes convergent and divergent thinking. The methodology consists of four steps:

- Idea generation: In this stage, the focus is on generating many ideas without judging their quality or feasibility. The goal is to expand possibilities through free association and creativity.
- Problem definition: Once enough ideas have been generated, a specific problem or challenge is selected. A clear question or statement is established to guide the problem-solving process.
- Evaluation and selection: In this step, the generated ideas are analyzed and evaluated to determine their relevance and potential. The most promising ideas are selected, while impractical ones are discarded.
- Implementation: In the final stage, the selected ideas are implemented. An action plan is developed to execute the proposed solutions, and their execution is monitored.

3. Writing plan

3.1 Design

Commonly, it is believed that design is about beautifying everyday things, but in reality, it is much more than that. Wong (2014) comments on design, stating that "design is not just an ornament, it is a visual creation process with a specific purpose" (p. 43). It is understood, then, that design, in addition to being aesthetically appealing, must be functional and fulfill the purpose for which it was created. Frascara (2017) mentions that "design is entirely centered on the user and helps transform existing situations into better ones" (p. 10). On the other hand, Marulanda (2018), regarding design and its function in everyday life, explains that:

> The work of design is an integral part of our lives and has enabled optimal functionality for daily activities. It is not just a skill from an artistic standpoint that encompasses aesthetic elements as a science but also a technique. This knowledge must be applied based on various disciplines. Designing is studying, analyzing, researching, and understanding the environment, space, and requirements (p. 15).

Design is a broad and complex concept encompassing different disciplines, so it can be perceived as part of a process that adds value to a company (De-Pietro, 2011). The concept of design can be found in various fields, such as art, architecture, fashion, and interior design. Design is how companies, regardless of their industry, can transform the needs of their customers into reality. Creativity is reflected in all technologies, which is why it is important

(Marulanda, 2018). Design has become an integral part of many disciplines, which directly or indirectly utilize the foundations of design in their development.

3.1.1   Architectural design

Calduch (2013) defines architecture as "a process that starts from the initial ideas and planning and leads to the construction of a building or the organization of a territory" (p. 8). De Solá Morales & Montaner (2016) define architectural design as the activity, profession, and practice that enables building construction and entails the responsibility of completing a specific project. On the other hand, EcuRed (2011) defines the concept of architectural design as follows:

> The discipline aims to generate proposals and ideas for creating and realizing physical spaces within the architectural framework. Factors such as geometric-spatial, hygienic-constructive, and aesthetic-formal elements come into play at this level of design.

Based on the authors, it is understood that architectural design is an essential part of architecture, giving meaning to the planning and execution of ideas.

3.1.2   Interior design

Humans have sought to beautify their spaces since the beginning of time. For example, in caves, they decorated the walls with primitive paintings. The design, decoration, and renovation of spaces are part of each person's expression of creativity (Gibbs, 2013). Ching & Binggeli (2014) define interior design as:

> Interior design involves the planning, layout, and design of the interior spaces of buildings. These physical environments fulfill the basic needs of shelter and protection, provide a framework and influence activities. They nurture the aspirations of the occupants and express the ideas that accompany their actions. Interior spaces also impact perspectives, moods, and personality (p. 45).

According to Ching & Binggeli (2014), interior design consists of creativity and functionality, turning spaces into instruments of expression while facilitating their use.

3.1.3   Graphic design

López (2015) defines graphic design as "a creative process that combines art and technology to communicate ideas" (p. 22). Graphic design is an extensive discipline with various branches further explained in the following research topics. Design is a visual process with a specific purpose. The designer presents the recipient with a pre-established message. Communication needs are addressed following various guidelines (García, 2012).

When the word "graphic" is added to the design, it refers to producing visual objects for communication. It is understood, then, that graphic design is creating visual communications through various means intended to convey a message to a specific audience (Bustos, 2012). Valdés-de-León (2012) explains that graphic design:

Involves the rational and intuitive processing of a set of objective and subjective variables. Following a specific methodology within a given technological, aesthetic, and ideological framework enables the projection of objects and services with added value. These designs are then industrially produced to meet the material or symbolic demands, whether real or induced, of a segmented market within a specific socio-economic context (pp. 58-59).

It is understood that graphic design has always been a part of human life due to the need for communication, expression, and market awareness.

3.2 History of graphic design

García (2012) argues that "human beings have always had the need to communicate: to communicate ideas, express what they see, understand, experience, interact with others, and believe in" (p. 11). Therefore, a desire has always been to express oneself and differentiate from others. López (2015, p. 23) suggests that:

In a way, the contemporary graphic designer is the heir of Sumerian scribes. These Egyptian craftsmen combined images and words in papyrus manuscripts, Chinese printers, illustrators from the medieval era, and the creators of the first printed books in the 15th century.

While graphic design has been present since the beginning of history, it has evolved and formed distinct branches within the field over time.

3.3 Areas of graphic design

The discipline of graphic design has many areas of development, including graphic branding, visual identity, brand personality, and marketing.

3.3.1 Logotypes

A brand is a "sign that is made or placed on someone or something to distinguish them or denote quality or ownership" (Real Academia Española, 2021). A graphic brand is a sign of origin and quality that aims to be distinctive and recognizable. The brand serves as a differentiator for products and their manufacturers. The branding process and its outcome are the foundation of the visual identity (Argüello, 2012).

According to Cortázar (2014), "a brand should be understood as a perceptible sign that indicates origin and differentiation. This sign must fulfill two distinct yet complementary functions: verbal or linguistic, and visual" (p. 7). As explained, branding has been a part of business identification since ancient times. This area allows products and services to be differentiated from the competition.

3.3.2 Visual identity

A company's visual identity involves considering a detailed analysis of the strategy to create stimuli, sensations, and communication that align with that vision (De Pietro, 2011). In this regard, Argüello (2012) defines identity as:

> The environment conditions the perception of authenticity that the organization has of itself, its identity-related activity, and the continuous process of reviewing and creating its attributes and culture, all of which should be communicated to its audiences and its public is what will make it unique and distinctly recognizable. Identity is not homogeneous nor permanent, and it is measured by the sense of belonging (pages 8-9).

For successful execution of identity, it is important to consider what the authors mention, such as having a clear strategy and defining the attributes and characteristics that identify the brand correctly

3.3.3 Brand personality

A brand is born with an idea that grows and becomes filled with meaning. Over time, the brand's idea becomes more noticeable and develops its personality (Ollé, 2009). Similar to individuals, brands develop their personality indirectly based on what they expose to the consumer. It is important to consider that every action the company takes directly contributes to the personality that is being formed around it.

3.3.4 Marketing

Marketing began when entrepreneurs or artisans experienced low sales of their products and started asking questions to understand their consumers (Sangri, 2015). Marketing comes into play when the customer's thoughts become important, and ways to solve problems are sought. Fischer & Espejo (2017) point out that marketing is a "human activity that uses promotion, distribution, and pricing techniques to satisfy the needs, wants, and expectations of consumers through the exchange of goods, services, and ideas" (p. 4). Villaseca (2014) explains marketing that:

> Marketing is not limited to aligning with the company's mission, vision, and shared values. However, it should take an active role in its definition, especially regarding customers and the company's value proposition (p. 137).

According to the authors' statements, marketing plays a crucial role in the development and performance of companies. It also helps in building customer loyalty to achieve the desired objectives.

4. Research results

4.1 New products and services

Kirchner (2010) defines a product as:

> "Any good or service produced by human labor and offered in the market with the purpose of satisfying the needs of consumers or users. The creation of new products or services is essential for growth in all areas of the world, including the economic, social, cultural, and environmental sectors" (p. 20).

Products and services are created based on the needs found in consumers, and in some cases, the brand itself creates the need for customers to seek their products. The world and society are constantly changing. Therefore, it is important to be strategic, adaptable, and innovative to stand out in an increasingly competitive market. In this regard, Del-Hoyo (2015) defines a product as:

> From a market perspective, a new product can be a great technological innovation that was previously unknown. Additionally, a product not present in foreign markets constitutes a novelty when first introduced to them. From the company's perspective, a product is considered new if that company did not previously produce it. It could be as simple as adding new colors and sizes to an existing product line. From the customer or consumer's perspective, a new product can be one they are unaware of, even if it is already in the market. It could also be a product they know but have never used or purchased before (p. 45).

4.2 New business

Businesses play a crucial role in the world. Without their existence, society would lack essential goods, employment opportunities, and tax contributions, among other things. Companies provide goods or services necessary for society (Cipriano, 2016). Blasco (2015), regarding new businesses, states that:

> From the initial stages of a company, the entrepreneur's role is twofold: 1) to bring an idea to the market in a way that generates value, and 2) to manage the company, which involves defining and implementing the organization's strategy to ensure that, by making appropriate decisions in resource allocation, the results obtained make the company viable (p. 13).

On the other hand, Krichner (2010) points out that "a company that acts and reacts effectively and swiftly often surpasses older and more solid organizations" (p. 4). The ability of new businesses to adapt to changes and confront challenges has stood out compared to many experienced companies that need to adapt to trends or new markets. In this regard, Del-Hoyo (2015) discusses the need for innovation in products and services in business:

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The only constant in life is change. This maxim introduces us to a natural reality that affects both individuals and companies and their products, which are their primary reason for existence and contribution to society (p. 37).

For entrepreneurs, it is crucial to consider all aspects of the business before its launch. By doing so, potential issues can be avoided, and the company can start with a stronger foundation and experience better development. Planning and thorough preparation contribute to a higher chance of success and long-term sustainability for the business.

4.3 Business models

Stabile (2020) states that "a business model describes the logic of how an organization creates, delivers, and captures value" (p. 105). As explained, developing a business model specifies each part of the company that adds value. According to Baden-Fuller & Haefliger (2013):

The business model is a system that addresses the challenge of identifying customers, determining how to interact with them to meet their needs, and monetizing the value-added provided (p. 419).

A company is considered successful when it discovers how to create value for its customers and finds ways to help consumers with important issues or situations in their lives (Johnson, Christensen & Kagermann, 2008). For new businesses, conducting prior research to understand the value proposition provided to the consumer is essential. Table 1 shows the Lean Canvas framework used to work on the business model for the present research, based on the methodology of Ash Maurya.

Table 1. *Lean Canvas*

LEAN CANVAS		
1. Problem	**2. Solution**	**3. Customer Segment**
In Ciudad Obregón, Sonora, Mexico, there is a lack of restaurants that offer experiences. Beyond food consumption, the current population is seeking the added value that brands and establishments can provide to them.	Tango Mango is a restaurant that not only offers delicious dishes such as hamburgers, boneless chicken, wings, and more, but also provides a place to have an incredible time with entertainment such as karaoke, music, and a lot of creativity that awaken your senses in various ways.	Young men and women aged 18 to 35 who have a penchant for creativity and are open to new experiences. They are constantly seeking different activities and are food enthusiasts who enjoy spending a good time with their friends. They are active users of various social media platforms where they share their experiences.
4. Unique Value Proposition	**5. Unique or Special Advantage**	**6. Channels**
The perfect blend of food and entertainment. The experience provided by Tango Mango goes beyond just a meal. The company, entertainment, fun, and space combine to make the customer's moments a unique experience.	Tango Mango pays attention to the details. From the dishes to the establishment, everything is designed specifically for the customer, providing a unique space and experience in the city. The $20 (Mexican pesos) mini menu is one of its qualities, allowing consumers to sample the delicious menu and unique drinks while having fun.	The main channels for communication with customers are primarily social media platforms, as the young market has a strong presence on platforms such as Facebook, WhatsApp, and TikTok. The company's website serves as a direct means of communication between the company and the consumer, providing all the information about the brand, topics of interest, and establishment details in one place.
7. Key Metrics	**8. Cost Structure**	**9. Revenue Streams**
The activity within the establishment, consumption, and visits will be measured. As a youth-oriented business, the metrics of social media will be used to assess the reach and interaction with the brand's consumers through these platforms, as the aim is	Lease of premises ($20,000.00 MXN) per month	For the start of the business, capital partners are considered to launch the brand and establishment. Once the business is operational, revenue will be generated through customer consumption.
	Fixed assets ($30,000.00 MXN) one-time payment	
	Office expenses ($4,000.00 MXN) per month	
	Image design ($20,000.00 MXN) one-time payment	

to have a strong national presence and stand out through imagery.	Advertising ($8,000.00 MXN) per month
	Utilities ($5,000.00 MXN) per month

Source: Own elaboration (2021)

4.4 Structure of the business model

Osterwalder & Pigneur (2011) highlight that each business model element is fundamental and should be adapted to the company's needs. In this regard, Osterwalder & Pigneur (2011, pp. 16-17) propose that a business model should include the following elements:

- Customer Segments: Identifying and understanding the specific customer groups or market segments that the business aims to target.
- Value Proposition: Clearly defining the unique value that the business offers to its customers and how it solves their problems or meets their needs.
- Channels: Determining the distribution and communication channels through which the business reaches and interacts with its customers.
- Customer Relationships: Establishing and maintaining strong relationships with customers to enhance satisfaction, loyalty, and long-term engagement.
- Revenue Streams: Identifying and diversifying the sources of revenue for the business, including sales, subscriptions, licensing, or advertising.
- Key Resources: Identifying and acquiring the key resources, such as physical assets, intellectual property, or human capital, that are necessary for the business to operate effectively.
- Key Activities: Identifying the core activities and processes that the business needs to perform to deliver its value proposition and create value for customers.
- Key Partnerships: Establishing strategic alliances, partnerships, or collaborations with other businesses or organizations to enhance capabilities, reach new markets, or share resources.
- Cost Structure: Analyzing and managing the cost structure of the business, including fixed and variable costs, to ensure profitability and sustainability.

Programa Minerva (2021) states that a business model is fundamental when starting a venture, as it describes the characteristics of the customer and how the company will satisfy them. The business model allows for a quick assessment of the viability of the business. Llorens (2010) points out that:

> When companies encounter market problems, they analyze the situation and try to make changes they believe will yield results. Generally, they act more on instinct and do not undergo a formal process to analyze the business model deeply, only when the company is in crisis, which often proves too late. The business model is a crucial part of a well-structured company. For it to have a successful development and be able to adapt to changes, it needs to be supported by all the aspects it entails (p. 4).

4.5 Relationship between new businesses and graphic design

De Pietro (2011) points out that "the strategic contribution of design as a transversal aggregator of departments within the organization adds flexibility in a globalized market and world" (p. 15). Starting a business without preparation is a random action, as the possibilities of success or failure are unknown. He is having a plan offers greater expectations and a higher probability of success (Pedraza, 2015).

4.6 Gastronomic industry

Spitailer (2012) states that "food is a fundamental pillar in the construction of each culture. Eating goes beyond the primary function of providing nutrients to the body and becomes an act with multiple and profound meanings" (p. 34). At that point, the food itself begins to have a greater significance that describes the place or conditions of the present. Ciallela (2016) mentions that gastronomy "reflects in its food aspects of its climate, history, available products, migratory influences, and customs, or in other words, the culture of the area is reflected in the gastronomy of the region" (p. 35). The gastronomic sector plays a very important role in the country's business with establishments where food is sold, such as restaurants. Flores (2018) defines a restaurant as:

> A restaurant is an establishment that has a properly equipped kitchen and dining areas where food and drinks are served in exchange for a predetermined price. These establishments primarily provide lunch and dinner services, but they can also offer other services such as banquets, take-out, or delivery. A restaurant does not have a bar or counter as it is not its main feature, although it is worth mentioning that nowadays, almost all restaurants have a bar area. These establishments may have the dual categorization of a bar-restaurant at a legislative level (p. 23).

Regarding value generation in this economic sector, the National Chamber of the Restaurant and Seasoned Food Industry (CANIRAC, 2014) indicates that:

> The value generation in this sector comprises both tangible and intangible aspects. The tangible aspect is manifested in food preparation, while customer service and attention constitute the intangible aspect. The importance of service can be perceived differently among consumers (p. 15).

4.7 Gastronomy in México

Mexican cuisine is rooted in the identity of Mexico, but at the same time, it is the result of fusions and combinations with other cuisines. The cuisine is an integral part of history (Huyge, Collard & Maeseneer, 2014), and over time, the country has incorporated essences from other cultures to enrich its cuisine and dishes. Despite Mexico being a country known for its many traditions worldwide, each region has its distinct and unique gastronomy. Camou and Hinojosa (2015) point out that:

> Since the arrival of the first evangelizes to these lands 400 years ago, the contact between two different cultures began to create a blend of blood, customs, and worldviews. Among many other things, this encounter allowed our native ethnic groups to become acquainted with dozens of food products, ingredients, and seasonings from Europe and other parts of the world (p. 3).

As a state, Sonora has become internationalized as it has adopted culinary elements from different cultures, distinguishing it from other regions' cuisine. Sandoval & Camarena (2012) explain that:

> These trends have led families to adopt new forms of consumption, increasing the demand for fast food, pre-cooked or ready-made meals, and a higher frequency of dining out at restaurants (p. 63).

Therefore, Sonoran people have tasted dishes from other cultures at least once. Among Sonora's most consumed and accepted are Chinese, American, Italian, and Japanese cuisine. Thus, in Sonora, one can find specialized restaurants in international cuisine and fast-food restaurants (Sandoval & Camarena, 2012). Regarding the current situation of the gastronomic sector, it can be said that:

> In 2013, food and beverage establishments generated 177,145 million pesos, representing 1.10% of the country's total GDP. Among all the activities that make up the service sector, the restaurant industry ranks second in employment generation (National Chamber of the Restaurant Industry and Seasoned Foods, 2014).

Gastronomy represents a fundamental part of the economy in Mexico and around the world. It has a significant economic and social impact, generating millions of income and jobs for society.

4.8 Gastronomic industry and graphic design

Graphic design plays a crucial role in creating experiences, evoking emotions, and building and promoting brands in the market. Flórez (2015) states that graphic design is:

> ...a process that, combined with culture, operates throughout society or certain social sectors, depending on its purposes, as it configures effects of perception, reception, and behaviors. Through its actions, it establishes a necessary order in social life: it addresses communication needs in guidance, sales, purchasing, differentiation, learning, and information. It also guides social behaviors and stimulates many others (p. 22).

According to Flórez (2015), graphic design is crucial within the restaurant industry because, like food, design stimulates the senses. The establishment gains recognition and differentiation through the experiences and perceptions it creates. Consumers form their image of the brand, which becomes prominent when they think of it. The various branches of graphic design serve

as a supportive creators of awareness, strength, and value among consumers and the market (Ortegón, 2014).

4.9 Gastronomic industry and marketing

Ponce (2019) provides an introduction to the importance of marketing in the restaurant industry:

> Before starting a new venture or making changes to an existing one, it is crucial to clearly understand the distinguishing feature that needs to be highlighted in the market and then segment the potential customers who value this feature. If your feature aligns with what a specific segment of potential customers values the most, your chances of success will exponentially increase (p. 22).

Marketing consists of selling ideas and telling stories. It encompasses all activities created to satisfy customers (Ciallella, 2016). In the gastronomic sector, marketing works according to specific objectives. All actions must be focused on a concrete goal, which can be to increase sales, profitability, or positioning (Ponce, 2019). According to Ciallella (2016), marketing is based on four central pillars known as the marketing mix:

- Product (the means by which needs are satisfied).
- Price (monetary value).
- Place (the relationship between the product and the consumer in terms of time and location).
- Promotion (tools to promote and make the product known).

4.10   Positioning strategies

Fischer (2017) states that positioning is "a general marketing program that influences the mental perception that consumers have of a brand, product, product group, or company in relation to the competition" (p. 120). Typically, consumers choose one brand over others based on its defining characteristics, projected image, and positioning (Sangri, 2015). Marketing offers various strategies to achieve and reinforce brand positioning. Ollé (2009) mentions that "today, in order to succeed in the market, the offer must be considered from both tangible and intangible aspects" (p. 102). Positioning and a well-developed strategy to achieve it are crucial for the success of any brand. Fischer (2017) identifies the following strategies:

- Attribute-based positioning: It emphasizes the brand's attributes and what sets them apart from the competition.
- Benefit-based positioning: It focuses on showcasing the benefits of the product.
- Usage occasion-based positioning: It specifies the time or occasion when the product or service should be used, such as daytime, evening, or night, leveraging it to their advantage.
- User-based positioning: It incorporates characteristics, preferences, or patterns of the target audience to create identification with the brand.
- Comparative positioning: It employs comparison methods with the competition to boost its own image. This strategy is not highly recommended due to potential controversies.

- Repositioning strategy: Similar to comparative positioning but done indirectly. It aims to level with the competition rather than replace it.
- Counter positioning: It uses complex terms or concepts that are different from what is typically seen in the market. For example, the company 7up labeling itself as a "non-cola" soda rather than a lemon-lime soda.

Conclusions

This research was conducted based on graphic design principles and the development of new businesses in the restaurant sector in Mexico. With the project at hand, the new business idea, "Tango Mango," established a business model laying the foundation for entering the market. Likewise, the brand successfully developed its own visual identity in line with its values, attributes, and personality, making it stand out and position itself in the market among its competitors due to its innovation, style, and unique essence in the city. For the company to achieve its short, medium, and long-term objectives, it is crucial to continue with its launch process. The structure and action plan the brand will follow will be more straightforward, thanks to the information gathered in this research.

It is recommended to give the necessary importance to the graphic image of new business ideas, as it is one of the few ways to capture attention, create visual impact, and evoke feelings in consumers, even before they have tried or visited the new company. Developing the brand image, its applications internally and externally, and using it effectively will benefit any brand that requires it, as long as it is done correctly by following a creative process and conducting the appropriate research for the company.

For future research, it is recommended to delve deeper into the administrative structure and costs and develop a business plan document, which will be of utmost importance for the new business. In terms of analysis, it is advisable to study new brands in foreign markets to compare them with the image of the new business in Mexico. Applying new design methodologies to future projects is encouraged to promote innovation and creativity in developing a graphic identity or any specific branch within the field. A crucial aspect when creating a new brand is ensuring consistency in establishing a connection with the target market one aims to reach.

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