



Confederation of Indian Industry

DESIGN CASE STUDIES

	<h1>Barista</h1> <p>Barista Coffee Company Limited</p>
	<p>Designing for India's pioneering coffee retailer with an increasingly International footprint</p>
	
<p>OVERVIEW</p>	
<p><i>Introduction</i></p>	
	<p>Barista started out as a single espresso bar out of a 700 sq. ft. store in south Delhi's upscale Vasant Vihar in 1999 and introduced the authentic Italian coffee experience to a nation of tea drinkers. Today, Barista is an iconic Indian Brand with global aspirations and a huge following of loyal customers.</p> <p>Barista focused on the complete coffee experience from the start through the creation of a space that is trendy and familiar -appealing to the 'young at heart'...a glowing refuge where one 'feels at home' with friends or feels socially connected even when by one-self. The evocation of a bustling Italian piazza...'the centre of life!'</p>

<p><i>Key elements of BARISTA's design strategy</i></p>	<p>The store design created by Incubis, synchronized with a consistently applied graphic language and brand identity (developed by ANC) with its intelligent humour are key components of the brand experience and have been carefully nurtured by the company throughout its rapid expansion in India and overseas.</p> <p>Closely monitoring all aspects of the design ensure that the brand theme stays close to its core values and is evolved without straying too far from what gives Barista it's exceptional character and 'voice'.</p>
<p><i>Innovation</i></p>	<p>Since Barista's core offering has always been an authentic combination of Italian coffee blends and hand-crafted espresso, Incubis created a store concept that captured the radiance and joy of the Italian piazza or town-square. This was in some ways an Asian response to enjoying coffee in bright and cheerful surroundings as against the intense, smoke filled and somewhat gloomy European cafes epitomized by the Left-bank Paris scene. Even Starbucks, the first truly global coffee shop brand and pioneer of the 'third place' between home and work is still more of a somewhat introverted, dark and cosy 'me and my coffee' place in contrast to the bustle, energy and warm-inviting glow of a Barista.</p> <p>The design captures the exuberant Italian spirit through the use of an innovative textured orange finish accented by terracotta floors, brushed steel, natural wood and specially calibrated lighting and aromas – All this is done in a contemporary style with eclectic inspirations drawn from the Tuscan countryside and modern-minimalism.</p>
<p><i>Meet the team</i></p>	<p>Incubis, is one of India's leading multi-disciplinary architecture and design firms with several Fortune 500 multinationals, small and medium enterprises as well as start-ups as clients. Some of the well-known Incubis' clients include, Whirlpool, WPP, Wal Mart-Bharti Retail, Unilever, Tata Group, Singer, Samsung, Nokia, Hero Honda, Hilton Hotels, GE, Essar, Emaar MGF, Bridgestone Tyres and Bharat Petroleum.</p> <p>Incubis clients value the unique 'Experience Design' process which brings together customer insight, local knowledge and innovative zeal to create a wide range of built-forms, spaces, products and service offerings.</p> <p>Incubis was founded in 1995 by graduates of NID, IIT and TVB and has grown to a strength of over 55 Architects, Designers and Engineers based out of studios in New Delhi and Bangalore.</p>
<p><i>Company's history</i></p>	<p>This pioneering and now ubiquitous brand was launched by Amit Judge, Chairman of the Turner Morrison Group in 1999. After scaling-up rapidly to over 130 stores nationwide within four years, and establishing a small presence in Sri Lanka and the UAE, the company went through a couple of transitions in ownership; first with an investment by Tata Coffee and thereafter through a majority acquisition by the Sterling Infotech / Fresh & Honest Group (promoted by Sivasankaran).</p> <p>The company has recently been acquired by Lavazza, an iconic Italian coffee roaster-blender and one of the world's largest and most respected purveyors of 'coffee culture' with a 110 year old heritage....a fitting recognition of Barista's Italian spirit yet uniquely Indian roots.</p>

	<p>The success of Lavazza has been underpinned by constant research and attention to market needs, not forgetting a watchful presence in the Italian market. Today Lavazza coffee is available in internationally thanks to the support it receives from its subsidiaries and authorised distributors located around the world.</p> <p>Lavazza’s investment in Barista gives it a huge retail footprint in the high potential (and fast growing) Indian and West Asian markets where the consumption of Coffee is still far below the levels in Europe and the Americas.</p>
<p>EVOLUTION OF DESIGN AT BARISTA</p>	
<p><i>Design process evolution</i></p>	<p>The visionary behind Barista, Amit Judge, took a huge gamble by working with the young yet enthusiastic team at Incubis to shape his idea. (In the year 1999, Incubis was a relatively small start-up in product design with a focus on developing consumer appliances, telecom equipment and transportation systems. Incubis had worked with Japanese automotive JVs in India, such as, Hero Honda and Bridgestone Tyres in establishing harmonized dealerships and stores with a national spread and strong processes in terms of customer-focus, modular roll-out and detailing – However, the emerging retail hospitality scene was an entirely new design opportunity)</p> <p>Barista was created with the idea of rapid expansion hard-wired into its genes – All the retail innovation had to be distinctive yet simple and modular. Most of the design features and interior-architecture features were ready-to-assemble and documented in a detailed design manual to facilitate roll-out by multiple agencies working nationwide, simultaneously.</p> <p>As Barista stores proliferated and matured, the management felt that the site-specific design had to have a greater bespoke-content without compromising signature features. This became important in order to retain customer interest and create constant excitement around the brand as it was clear that a purely ‘cookie-cutter’ roll-out would alienate the ‘regulars’ still seeking variety and personalised experiences.</p> <p>New revenue streams and brand-extensions such as merchandising, take-away, temporary kiosks and shop-in-shop formats also necessitated a more sustained design engagement.</p>
<p><i>Organizational position & influence of design at Barista</i></p>	<p>Recognizing the strategic importance and proven value-creation potential of design, the promoters of Barista offered a small yet significant equity stake to the principal design consultant at Incubis. This has ensured a clear alignment of all design activities to business objectives and delivered long-term commitment coupled with creative continuity (despite the several unforeseen changes in management and ownership).</p> <p>Barista possesses strong in-house projects-delivery and brand management teams that coordinate closely with specialist consulting agencies such as Incubis. Incubis has been a custodian of all store design initiatives since the founding of the company and continues to provide the creative impetus to new conceptual directions as well as develop site-specific solutions at flagship locations.</p>

	<p>Stores are the primary customer interface and the most visible face of the brand and senior management is usually a part of all concept evolution processes, providing regular insights and feedback.</p> <p>This one-to-one management participation is particularly critical in the context of unrealistically high retail rentals and a crowded marketplace where rapid time-to-market with zero-error is what ensures survival.</p>
<p><i>Design capability building</i></p>	<p>Incubis' has engaged with Barista at multiple levels/ stages in the company's growth as follows:</p> <p><STAGE 1> Concept Creation and Pilot Store Launch</p> <p><STAGE 2> Store Design Manualization / Standardization</p> <p><STAGE3> Roll-Out/ Site-Specific Design with a dedicated team (initially working out of the Barista head office)</p> <p><STAGE 4> Retail Brand Stratification; Evolution: Overseas Stores, Premium Stores (Crème) and Variant-Development</p> <p>Through the entire process, Incubis has also provided design support on creating better operational flows, back-of-house planning, equipment design and production and material / process / component optimisation.</p> <p>In the case of overseas stores, Incubis also assists JV partners / Franchisees in design adaptation, implementation and localization.</p>
<p><i>Market / Status</i></p>	<p>Barista, with approximately 150 stores across India and overseas is one of the top three espresso bar chains in India. Overseas stores operate in the following countries:</p> <ul style="list-style-type: none"> >UAE (Dubai, Abu Dhabi, Muscat) >Sri Lanka >Bangladesh >Sudan

THE BARISTA DESIGN PROCESS	
	<p>The design process at Incubis for the creation of new Barista stores is structured as follows:</p> <ul style="list-style-type: none"> >Qualitative validation of site potential, if required. Verifying suitability of the location from an adaptation perspective and checking availability of services and other operational inputs >Understanding applicable local guidelines, constraints and façade controls governing retail stores >Working with the Barista brand team to define store positioning: whether Premium (Crème), Standard (Espresso Bar) or Kiosk / Shop-In-Shop >Preparing plans for approval after factoring-in back-of-house inputs >Developing 3D simulations, if required for Barista / Site-management approvals >Developing detailed design pack for the site complete with coordinated engineering service drawings >Provision of reasonable coordination during the implementation process <p>In the case of overseas (mall-based) stores, the Incubis design team also makes presentations of the envisaged concept and the overall project plan and technical schemes to the Mall Management</p>
BARISTA CASE STUDY	
<i>The business requirement</i>	<p>A compact, modular and scalable food and beverage concept based on coffee and associated products. An environment that has the potential to become a transitional space between the home and the work-place – a space which is informal, happy, accessible and affordable yet possesses a well-defined and aspirational character. An international product in an international ambience.</p>
<i>Discover</i>	<p>A unique experience designed around authentic, hand crafted, Italian coffee/ espresso. Capture the multi-sensory dimensions around espresso – The sight of a gleaming espresso machine...a high performance device rearing to go!...the glowing, radiating oasis where friends are only a smile away... the sound of steam frothing into cups and the heady aroma of fresh brew grabbing all those who pass by - pulling them in once more.</p>
<i>Define</i>	<p>What the space needs to do:</p> <ul style="list-style-type: none"> >Provide a credible theme >Provide right-sized comfort >Provide a hang out for the young >Well illuminated and safe..."my kind of people" >Explore something new...discover the possibilities of coffee

	<ul style="list-style-type: none"> >Provide passive recreation / entertainment >Provide indulgence >Become a part of a trendy global mainstream >Define new standards >Provide different expressions with a common voice >Modular, scalable yet flexible in set-up >Low to moderate exit cost
<p><i>Deliver</i></p>	<p>The store design vocabulary created by Incubis for Barista has been able to balance the contradictory demands between modularity and individuality to help create espresso bars that reflect a personal attention to detail and a high degree of site-specific variance. All this has been done using elements that clearly signal a sense of place that can be a Barista and nothing else, yet one that is designed just for you...a place to be yourself – comfortable in your own skin and in the company of like-minded souls</p>
	
<p>EVALUATION</p>	<p>One of the key learnings through the evolution of Barista stores is how transactional efficiency achieved through visibility-of and access-to the key retail offerings, whether the food and beverages or merchandize impact success at a particular location.</p> <p>Balancing customer areas and the back-of-house without compromising operational ease and service utility is another constant challenge, especially within the extremely wide variety of site-templates encountered during a roll-out of such magnitude.</p> <p>The most humbling aspect of the entire process is the ultra-short attention span of the Indian customer who has the world's leading brands competing for her attention. Keeping any retail space refreshed, inviting and engaging for a reasonable length of time through vibrant yet unobtrusive design is really the ultimate goal.</p>
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