



# Repositioning Tourism

*Repositioning a Lakeside Gelateria for Modern Swiss Tourism*



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A Lugano-based newsstand owner approached us with an underutilised 12m<sup>2</sup> lakeside kiosk selling gelato. While the location had tourist footfall, revenues were stagnant amidst Switzerland's shifting tourism demographics – from older, high-spending visitors to younger, experience-driven travellers.

Our engagement was structured as a strategic business model review, not operational management. We provided frameworks to:

1. Validate the viability of a hybrid concept
2. Identify untapped revenue streams
3. Test premium positioning without alienating locals

## 1. Clarifying Commercial Potential

The owner needed to answer three critical questions:

- Could a tiny footprint simultaneously serve grab-and-go customers and destination-seeking families?
- Would locals embrace a reinvented version of a familiar newsstand?
- Which premium elements could justify higher prices without compromising volume?

We advised a dual-positioning strategy:

- Morning/Day: Fast-service counter for coffee/pastries (capturing commuters)
  - Afternoon/Evening: "Slow gelato" experience with tasting flights and regional wine pairings
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## 2. Lean Market Validation

### Risk Prioritisation

We identified the highest-stakes assumptions:

- Would customers pay 30% more for artisanal positioning?
- Could the space physically accommodate both service models?
- Was there latent demand for casual lunch options?

### Validation Experiments

*(Conducted by owner with our framework)*

- Menu Testing: Introduced 3 signature panini for 2 weeks, tracking take-up vs. gelato
- Pricing Pilot: Offered premium CHF 14 tasting flights alongside standard cones
- Space Mock-Up: Used movable partitions to test customer flow during peak hours

### Early Adopter Profile

We defined their ideal test customer:

- Young families (age 30–45) visiting Lugano for weekend breaks
- Food-conscious tourists following Swiss-Italian culinary routes
- Local office workers seeking upgraded lunch options

## 3. Strategic Outcomes

Our advisory delivered:

- Revenue Model Analysis: Projected 40% income from non-gelato items (later achieved 42%)
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- Operational Blueprint: Staffing plan for hybrid service modes
  - Brand Architecture Guide: How to balance "newsstand heritage" with premium aspirations
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