

Saimaa University of Applied Sciences  
Faculty of Tourism and Hospitality, Imatra  
Hotel, Restaurant and Tourism Management

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# **Finnish Restaurants Purchasing from Small Local Breweries**

Thesis 2016

## **Abstract**

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Finnish Restaurants Buying from Small Local Breweries, 52 pages, 2 appendices

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The purpose of the research was to find out what prevents or makes it difficult for Finnish restaurants to add small brewery products into their selection. The thesis aim was also to find ways to improve the co-operation between Finnish small breweries and restaurants.

The data for the research was gathered via an online questionnaire sent to qualifying Finnish restaurants in Southern parts of Finland. The questionnaire included both quantitative and qualitative questions. Relevant theory and basics of beverage management was used to interpret the research results. The ongoing trends in the food and drink industry focused on the popularity of microbreweries, local and organic produce and trends in sales of alcohol in Finland. Also Finnish laws and regulations and their consequences for Finnish small brewery beer and cider were studied.

The results show that Finnish restaurants experience clear demand for local small brewery products and they should be in the selection in order to answer demand. Most respondent restaurants have craft beer in their selection, but craft cider is less common. This offers an opportunity for restaurants to differentiate themselves through serving craft cider among the few who do, and for the producers there is a chance to start expanding to restaurants.

The biggest practical problem restaurants experience is the high price of the beverages and the inflexibility of the minimum or maximum size of the order and delivery times. The pricing problem can be solved through adjusting the used pricing model, and the concerns with delivery and delivery size of products could potentially be overcome through a new delivery channel to which multiple small breweries belong.

Keywords: small brewery product, Finnish restaurant, beverage purchasing, local food and drink, restaurant sales of beer and cider

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# 1 Introduction

## 1.1 Justifications for researching the topic

As of today there are about 60 small breweries in Finland (STT 2015), most of them located in Southern and South-West part of the country. The term small Finnish brewery or microbrewery in the thesis is a generalization of breweries that produce on a small scale compared to the huge competitors with the most market share. It is linked to its legal definition by which a small brewery in Finland is one that produces a maximum of 15 million litres of beer per year (Finlex 2016c).

In the recent years a phenomenon called small brewery boom has strongly surfaced in Finland. Loads of small breweries have been and are being established within a relatively short amount of time. As a practical example the production of small breweries has nearly tripled since year 2009 (STT 2015).

The ciders and beers that are made by small breweries are referred to as small brewery beers or ciders or alternatively craft beer or cider. It is a relatively new adopted term for the so called hand-made beers. The Brewers Association (2016) defines a craft brewer as “small, independent and traditional”, deriving its produce from traditional or innovative brewing ingredients.

A significant share of small Finnish breweries are restaurant breweries where all or part of the brewery’s produce is sold at (Korpinen & Nikulainen 2014, p. 17). Currently the Finnish law regulates the sales of alcohol directly to the consumer by retail sales being subject to licence. If a brewery has the licence, it can still only sell alcoholic beverages produced through fermentation that have a maximum of 4.7 % alcohol by volume. The retail sales rights of beverages exceeding 4.7 % alcohol by volume are generally reserved for the State Alcohol Monopoly (Alko Inc). (Valvira 2015b) Because many of these breweries’ products naturally exceed 4.7 % alcohol by volume, this makes the small breweries’ sales to restaurants significant.

Adding to the importance of small domestic brewery products is the current economic situation of the world that is also strongly affecting Finland. It is becoming of increasing interest for both businesses and individuals to support domestic and local producers in all fields of business. This helps particularly in creating work for the nation that offers a stable standard of living. (Suomalaisen Työn Liitto 2014.)

Finnish-produced items and foods have gotten a lot of positive attention, and all over the world local food is praised for being both ecological and good for the national economy. Once this mentality is established, it should also be applied to local drinks both alcoholic and non-alcoholic.

It is obvious that there is demand for alcoholic drinks, and that demand is met by the three enormous breweries who dominate the market in Finland – Sinebrychoff, Hartwall and Olvi (Panimoliitto). The biggest brands' beers have become commonplace. A person walking into a bar is expecting to see at least one of the major beer brands and they add no special asset to the restaurant in the eyes of customers.

With the ongoing trend of local and small-scale produce and the standard drinks every bar has, taking advantage of the unique small breweries Finland has is a major opportunity for restaurants. Businesses that are able to offer something else gain the advantage of differentiation, especially if these beverages are interesting to the consumer, gain popularity and are hard to come by in bars and restaurants. Quality provides the business with an edge of competitive advantage and over the long term the quality advantage results in business growth and loyal customers. (Davis, Lockwood, Pantelidis & Alcott 2008, p. 377.)

The personal interest I have on the topic is my enthusiasm towards cider which began during a couple of years I spent in Devon, South-West England. There I got to taste authentic apple ciders and perries for the first time, and they were often produced locally and sold only at a couple of pubs in the area. Since returning to Finland my enthusiasm for small-scale produced brewery products made from real ingredients has only grown, as I realised most ciders here leave a lot to wish for in terms of flavour and product integrity. Thankfully the popularity and

appreciation for small-scale production of both beer and cider is growing in Finland, and this thesis is my addition to the topic.

## **1.2 Aim of the thesis**

The aim of the thesis is to discuss the practical problems and opportunities that there are in increasing the restaurant sales of small brewery products. The results give an opportunity to critically discuss and consider the findings in light of the accumulated theory and draw conclusions on the restaurants' perceptions. Another important aim of the study is to give suggestions in terms of improving the co-operation between the local small breweries and restaurants.

## **1.3 Aims of the research**

The aim of this research is to find out general opinions that restaurants have in terms of selling small brewery products in their own business. It maps the current situation the restaurants have in terms of how many and what kind of beer and cider products they sell in their establishment. Another aim of the research is to bring out restaurants' attitudes towards these beverages and whether or not they feel it is important to follow the current trend of favouring local produce.

The research also covers the restaurants' perceptions of their general client base, both their current and potential clients in terms of their interest towards small brewery products. The practical problems and concerns restaurants experience or think they would experience in the process of purchasing from small breweries also come up in the responses.

The results of the research give valuable information on restaurants' attitudes and experiences for breweries who are seeking to extend their beverage sales to more restaurants. This information can be utilised in favour of both breweries and restaurants.

## **1.4 Data collection and analysis**

The research method used was a quantitative questionnaire online. A link to the questionnaire was sent through email or Facebook to chosen restaurants depending on the contact information provided by the restaurants on their

website. The data was collected through multiple choice, open ended and value proposition questions in spring 2016.

## **2 Beer brewing in Finland**

Beer has always been an important part of Finnish culture – it has been present in many feasts from religious ceremonies to social gatherings, and beer was a beverage among others in daily consumption all the way up until the 19<sup>th</sup> century. From the ancient times of Kalevala, the Finnish national epic dating to unrecorded centuries, beer making is sung more about than the creation of the world. (Turunen 2002, pp. 10-12.) Beer traditions sit stronger in the Finnish culture than many of us may realise and are now gaining more ground.

The difficult economic times we are living right now in Finland and the world makes it challenging to set up new businesses and maintain them. This also applies to the alcohol industry in Finland. There has been great fluctuation in the number of breweries in Finnish history and at the moment the number has set around 60. (STT 2015.)

In comparison to other countries the number of breweries is humble – there are an astounding 1285 breweries in Britain (Smithers 2014), and as a more relevant comparison 190 breweries in the neighbouring Sweden. (Sveriges Bryggerier 2015) In year 2009 there were only 32 breweries in Sweden, which shows the popularity of craft beer has boomed during the past decade as the trend of small brewery products has gained ground (Sörbom 2014.) In Norway there are 40 microbreweries and the overall situation of the field is very similar to Finland – there are many regulations on alcohol production and similarly a couple of companies dominate the market by 85 % market share (Burns 2016).

### **2.1 The history of Finnish breweries**

In year 1882 there were estimated to be 114 breweries in Finland. Already back then the biggest brewery was Sinebrychoff – the oldest brewery today, founded in 1819 that in its beginning was granted exclusive rights to brew beer in the capital Helsinki. Hartwall was founded in 1836, and Olvi, today the third oldest

brewing and soft drink enterprise was established in 1878. (Turunen 2002, p. 25, p. 39; Korpinen & Nikulainen 2014, p. 15.) In the beginning of the millennium 2000 these brewery and soft drink companies are still ruling the production by holding the most market share (Panimoliitto).

The conditions for Finnish breweries in the past have not been easy. Laws concerning breweries and their rights to sell were tightened in the 19<sup>th</sup> century by sales limitations and bans, and as a result of these and the tightened taxation policies by year 1912 there were only 60 breweries left in Finland. Further damage to the amount of breweries was done by the shortage of supplies during and after the First World War. Furthermore the Finnish Prohibition Act that came to force in 1919 eventually made dozens of breweries go bankrupt. (Turunen 2002, pp. 61-64, p. 76.)

In 1932 the Alcohol Act came into force, granting the exclusive right of manufacture, import and sale of substances over 2.25 per cent alcohol by weight to the Finnish State Alcohol Company, Alko. A supervisory board could grant a right for private enterprises to produce alcoholic beverages. According to previous laws, also now only cities and boroughs were engaged in sales; in rural areas beer and liquor could not be sold. In addition to this Alko also had exclusive rights to serve beer in restaurants and by the end of 1939 the amount of beer restaurants were cut in half. The Second World War's effects on economic conditions, taxation and a lack of malting barley left Finland with only 25 breweries by 1941, ultimately stopping the production of medium strength beer completely in 1942. Also the brewing of weaker beers that were previously available was challenging. After the shortage of food and supplies eased, 17 breweries were granted rights to brew beer with a maximum of 3.7 alcohol by volume. (Turunen 2002, pp. 115-116, pp. 131-132, p. 152, p. 161, p. 167.)

Later in the 1960s breweries began to industrialise on a large scale – small breweries were bought out by big ones. This was also the time when Finland joined the European Free Trade Association that allowed the import of foreign beer to Finland. (Turunen 2002, p. 176, p. 182.)



For the first time in history Finland was facing the situation of foreign brewery products threatening the sales of domestic ones. In the spring of 1964 the Finnish Brewers' Association launched an advertising campaign encouraging the consumption of domestic beer. The reputation of Finnish beer was praised to slow down the growth in sales of foreign beers – and it seemed to work, at least partially, since the sales of imported beers dropped to 0.5 per cent of the market share from the previous 10 per cent. (Turunen 2002, pp. 182-183, p. 186.)

In 1969 sales of beer with 3.7 per cent alcohol by weight was allowed by Alko in 17 600 food shops. Strong beer (over 3.7 per cent alcohol up to 4.5 per cent) was favoured in restaurants because medium strength beer had become commonplace due to their availability in grocery shops. In the beginning of 1973 Finland had 12 breweries owned by 7 people, and three of the largest breweries owned up to 84 per cent of total sales. (Turunen 2002, p. 204, pp. 207-208.) By year 1990 only one brewery, Pirkanmaan Uusi Panimo, today known as Nokian Panimo, remained amongst the biggest breweries of Sinebrychoff, Hartwall and Olvi (Korpinen & Nikulainen 2014, p. 15).

In the 1990s imported beer's share of the total beer consumption was 1-2 per cent. The recorded consumption of beer peaked in 1992 and the following decline in sales can be explained through beer tourism – travelling to international transport's tax-free shops and Estonia. According to surveys every tenth litre of beer is purchased personally from abroad. Also the growing popularity of cider affected sales. (Turunen 2002, p. 249, p. 269.)

## **2.2 The current situation in Finland**

In 1995 Alko's monopoly rights were taken away by The Alcohol Act and all alcoholic beverages up to 4.7 per cent alcohol are allowed in retail shops. Still Alko's retail rights to sell strong alcoholic beverages remain, leaving it to be the only place of sale for alcoholic beverages above 4.7 per cent directly to the consumer – as an exception wineries and sahti or "home-brew" breweries located away from cities. (Turunen 2002, p. 252.) The alcohol laws of Finland are discussed more in detail in the next chapter.

A growing trend globally is the centralization of international brewery and soft drink industries which can also be seen within the three largest breweries in Finland. Carlsberg is the principal owner of Sinebrychoff and a part of the Carlsberg Group. (Turunen 2002, p. 262.) In 2002 Hartwall merged with Scottish & Newcastle which was then acquired by Heineken and Carlsberg in 2008. Therefore the Finnish operations of Hartwall became part of Heineken N.V. (Hartwall Capital 2014.) Olvi on the other hand is the only Finnish brewery remaining completely independent and furthermore owning subsidiary breweries in all the Baltic countries. Olvi has complete ownership of the Estonian AS A. Le Coq, a 99.86 % ownership of the Latvian A/S Cesu Alus, a 99.58 % ownership of the Lithuanian Volfas Engelman and a 94.57 % ownership of the Belarusian brewery Lidskoe Pivo. (Olvi 2015.)

### **3 Finnish laws and regulations**

In Finland all forms of livelihood derived from alcohol are strictly monitored and regulated. The National Supervisory Authority for Welfare and Health called Valvira is in charge of supervising the law and granting licences to sell and manufacture alcohol. In this chapter the laws affecting the sales of restaurants, and the potential options for product sales of breweries, are discussed.

#### **3.1 Commercial serving of alcohol**

Commercial serving of alcoholic beverages is subject to licence which the company in question must apply for and be granted. The licence is then specific to the premises and the trader. (Valvira 2015c)

As an addition to this the licence can be either an A, B or C license. The C licence entitles the premises to serve alcoholic beverages that have a maximum of 4.7 percentage by volume, such as beer, cider, long drinks and light wines produced through fermentation. With the C licence any ingredients for cocktails cannot include alcohol that is stronger than 4.7 percentage by volume and/or which has not been produced through fermentation. (Valvira 2014.)

The B licence entitles the licence holder to serve mild alcoholic beverages that do not exceed the percentage by volume of 22%. The licence to sell all alcoholic beverages both mild and strong is called the A licence. (Valvira 2014.)

### **3.2 Production of alcohol**

Breweries and other alcohol producers must be granted an alcoholic beverage or spirit production license by Valvira. The production license allows the business to sell the produced goods through wholesale trade while retail sales are not allowed. (Valvira 2015a.)

Some small breweries also pride and market themselves on being organic. Organic producers have to also enrol in the Valvira organic production control system before beginning the production. (Valvira 2015a)

### **3.3 Retail sales of alcohol**

The retail sales of alcohol are strictly regulated. The licence of retail sales must be applied for and granted by Valvira. The licence holder is then entitled to sell alcoholic beverages produced only through fermentation that contain a maximum of 4.7 % alcohol by volume. The retail sales of beverages exceeding 4.7 % alcohol by volume are reserved for the State Alcohol Monopoly known as Alko Inc. (Valvira 2015b)

As an exception to Alko's retail sale rights over stronger beverages also vineyards and sahti breweries may sell their produce directly to the consumer. The producers must then have a licence to produce and sell the beverage in connection with the place of production. This licence for retail sale of vineyard wines and sahti is granted by the Regional State Administrative Agency depending on the location of the shop. (Valvira 2015d.) With these products the alcohol content cannot exceed 13 % alcohol by volume (Finlex 2016a).

This opportunity of retail sales straight to customers is not currently possible for breweries brewing beer or cider. Therefore alternative means must be found to get the product into the hands of the customers.

### **3.4 Getting small brewery products to Alko**

An obvious option for breweries who do not want to compromise on the natural strength of their beer or cider is to attempt to get their produce sold in or through Alko. Often this is a difficult procedure.

Alko has three different main types of beverage selections. The standard selection includes beverages from all over the world which can be found in the Alko catalogue. Individual Alko shops have their own selection types that have products matching the demand of the area. (Alko 2016a, p. 4)

In order for a drink to get into the standard selection it must apply for it along with a sample and packaging. It may also be moved up from the sale-to-order selection into the standard selection based on demand. If the drink is then chosen for the standard selection, the minimum sales must be either 1,000 units or €10,000 worth of sales without tax within a 12 month period. If the product does not reach this goal, it is taken away from the standard selection. (Alko 2016a, p. 7, p. 11.)

Another selection is the sale-to-order selection with products outside the standard selection. Customers can order this product from all Alko shops unless the product is a locally available small producer beverage, such as one from a small brewery. (Alko 2016a, p. 4.) In order for the product to stay in the sale-to-order selection it must have 12 sales transactions or €500 sales without tax within a 12 month period. Similarly it is taken away from the selection if it does not reach the goal. The supplier is responsible for delivering the agreed amount of product. In case the product runs out, the supplier must inform Alko and the product is then taken away from the selection. (Alko 2016a, p. 11.)

The third selection is the speciality products sale-to-order that customers can order with purchase commitment. In this case the drink's supplier must deliver the product according to the terms of delivery and Alko's order to the Alko central storage or the Alko shop in question. The drink's supplier may define the minimum order size but generally it is one delivery package. (Alko 2016a, p. 4.)

Small breweries (with a maximum annual production of 15 million litres) may offer their product into the locally available sale-to-order selection. This means that the

product is not in the standard sale-to-order selection available all over Finland. The producer can then pick 1-10 Alko shops to which they are able to deliver the product by order. (Alko 2016a, p. 9.) This essentially gives the small brewery an opportunity to sell their produce in the regions of their choosing and this way the beer or cider is available for retail sale to the consumer in the area of for example the brewery itself.

Alko also looks for limited availability products from time to time. For example in April this year Alko looked for top fermenting and bottom fermenting yeast beers with more than 4.7 per cent alcohol from small breweries. The minimum availability of the product was 500 bottles. This application is then open for all those who qualify with their product and brewery, and breweries send in samples of the beer. The chosen products are sold in Alko for a limited amount of time and this serves as an excellent opportunity for small breweries to get their products known. Potentially if the demand is high and the product is sold out quickly, Alko may buy more of the product and also expand it to more Alko shops that have demand for the product. (Alko 2016a, p. 6; Alko 2016b.)

Another selection comprises of service products that are meant to ensure a variable and well-presented standard selection. These are optional for shops and they do not have a sales minimum as they are seen as an important part of the whole selection even if their demand was low. (Alko 2016a, p. 6.)

There is a lot of competition to fill Alko's shelves and for many breweries the minimum sales needed and the minimum amount of available beverage is difficult to fulfil. When it comes to getting brewery products to Alko, Rekolan Panimo (2012) wrote of their thoughts and difficulties in their blog from the viewpoint of a small brewery; the sale-to-order selection is nation-wide and there are no guarantees on the actual amount of sales of the product. Also the time left to deliver the product to Alko is short and therefore challenging. Rekolan Panimo also brought up the limited availability products as a good option for them. However, the process is lengthy and there is no certainty that the product is going to be chosen over all others that apply. They thought of the service products as a good

option even though again this selection may also be country-wide and the demand is difficult to determine. It is also not certain that the products are chosen for sale in shops.

Alko gives good opportunities for small breweries to sell their over 4.7 per cent alcoholic beverages but as the amount of breweries and the range of their beers and ciders is growing, the competition to get to Alko gets tougher and tougher. Alko is the only way for breweries to get their strong beverages for sale straight to the consumer and therefore a lot of products will never reach retail markets. This is a huge setback for the Finnish breweries' potential growth and also the growing demand by the consumers for a wider selection.

The restaurants can also utilise Alko's different selections just like any consumer, provided it is not too inconvenient for them in terms of travel distance or expenses. Alko is one potential channel that restaurants can use in order to for example test out additional products' demand in their restaurant before making binding agreements with new producers.

### **3.5 Consequences of the law**

The first consequence that all alcohol producers in Finland feel is the fact that the retail sale right only applies to drinks that have 4.7 % alcohol by volume or less. This means that all beers and ciders sold at any major retail shop, such as supermarkets and small stores, must be confined to the artificial 4.7 % alcohol by volume. This significantly affects the beverage's flavour depending on for example what kind of a beer is sold at the store and what its natural strength would be.

When produced most beers and ciders do not automatically set within the confines of the Finnish law and their natural content must be altered to suit the Finnish markets. Many beers are naturally over 4.7 % alcohol by volume and so are ciders, coming in strengths up to 8 % alcohol by volume yet their often diluted versions are sold in retail shops. (Korpinen & Nikulainen 2014, pp. 23-34; Alcohol Content Database 2016.) This means that breweries who wish to get their products into retail stores have to comply with the law instead of tradition, the flavour or the natural character of the beer or cider. Needless to say enthusiasts rarely find their favourites from supermarkets.

As the breweries cannot sell their over medium strength beers and ciders themselves, the options for getting the product to the hands of the customer are narrow. Directing sales to restaurants may be an easier route than pursuing for space on Alko's shelves where there is a lot of competition. Through directing sales to restaurants the strength or the character of the product does not have to be compromised in order to get the product known and to acquire new clientele.

## **4 Beverage management in the restaurant**

### **4.1 Purchasing**

The act of purchasing consists of search, selection, purchase, receipt, storage and final use of a product. If it is managed inefficiently, it often results in an unsatisfactory level of costs and profit for the establishment and poor customer satisfaction. There must be specifications for sales items as without determinable yields for items there would not be quality nor quantity standards, resulting in over- or under-ordering. Non-standardized items make it also more difficult to measure performance and work in the establishment would be more difficult with varying quality of products. (Davis et al. 2008, pp. 180-181.)

Purchasing is not seen as a separate activity in the business, but what, how and when you buy must always reflect the overall goals a business has. Trends change, and so must the purchaser. Using a five step purchasing strategy the purchaser wants to firstly buy the right product, secondly the right quality, thirdly at the right price, fourthly at the right time and finally from the right source. (Davis et al. 2008, p. 183.)

According to Davis et al. (2008, p. 190) the purchase of alcoholic and non-alcoholic beverages aims to buy the best quality item for the most competitive price. Beverage sales do not require as much staff as food sales do in order to process a finished product for the customer.

Davis et al. (2008, pp. 190-191) have made some generalisations in beverage purchasing. Often the sources of supply are restricted or there are few of them. The stock holding size, their value/cost distribution and security in terms of proper

storage are important issues. There are also a lot fewer standard purchasing units due to which pricing and stock control are more straightforward.

Another generalisation added to the list is that beverages' quality factors need evaluation and this often requires special training. Customers expect knowledge of the product from the staff, especially in wine sales and increasingly so also when it comes to craft beer and cider. This knowledge can be accumulated for example through tasting sessions that often are facilitated by the beverage supplier.

The generalisations also include the fact that in beverage markets the prices of alcoholic beverages do not fluctuate as much as in food markets. There is also a clearer established standard of product and in the case of many items the standard will not vary over the years. Items such as a well-known wine from an established shipper has a set standard for a specific year, so in this way a sort of consistency is maintained.

## **4.2 Stocktaking**

The main objective in stocktaking is to determine the value of goods that is held in stock, indicating if too much or too little produce is held in stock and if the value of stock is in accordance with the financial policy of the establishment. Its purpose is to also determine slow moving items to figure out the products with low or no demand. Stocktaking also opens possibilities for different kinds of profitability, loss and turnover calculations that reveal how well the stock is operated. (Davis et al. 2008, pp. 194-195.)

When it comes to beverages stocktaking also serves the purpose of making sure none of the beverages are stolen by the staff. Stocktaking more frequently also allows more frequent orders and less stock holding of expensive items. Also the quality and condition of easily perishable short-life items can be controlled, as for example real ales. Stock levels based on usage, estimated demand, case sizes and delivery times may control the rate of stock turnover. (Davis et al. 2008, p. 199.)



### **4.3 Choosing suppliers**

According to Davis et al. (2008, p. 184) when a restaurant is searching for a new supplier, in this case a brewery, in today's global markets and competitive pricing consideration should be given to the following areas; the full details of the firm and the range of their products, their recent price lists, details of their trading terms, details of their other customers and samples of their products. The price of goods is important but the value for money and fitness for purpose still guides most buying decisions.

Davis et al. (2008, p. 184) also bring up the importance of the relationship between the restaurant and the supplier. It is essential to ensure continuity of supply and a sustainable relationship with the supplier, which holds more importance than just saving as much money as possible. Furthermore it can be argued that the cheapest item is not necessarily the best buy, as it is often of low quality and may not have other important purchase specifications – for example it is not from an ethical source, it might be genetically modified or in the case of breweries, perhaps it is not domestically or organically produced, it might not support small producers or have characteristic product values that customers appreciate.

Another important thing in choosing a supplier is the ability of him to meet agreed delivery times and dates with the buyer. Goods are therefore delivered when they are required and when staff is available to check them. (Davis et al. 2008, p. 184.)

Continual problems that buyers face are keeping up to date with the markets and what is available, and also with the current prices. Staying on top of the producers in the market enables the buyer to compare prices and negotiate with suppliers more efficiently. To reduce the downside effects that unawareness over suppliers cause, it is important to find general information services and sources such as trade journals, trade organisations, leading newspapers, government publications and published price indexes. (Davis et al. 2008, p. 185.)

#### **4.4 Meeting demand**

Any beverage chosen to the restaurant's selection has to match the operational style of the restaurant and meet the customer expectations. It should also complement the food menu and be available in selection for a long enough time at a price that is competitive. (Davis et al. 2008, p. 191)

One of perhaps the biggest concerns restaurants have over small brewery products is the strength of demand for them. Coltman (1989, p. 207) says in the case of liquors and less-common distilled spirits that the operator should invest in them only if he or she is sure that customers want them. This can be applied to any product introduced into a business. Nevertheless before making the final purchase decision a good costing approach is to convert all prices to a per-ounce (or other measurement) cost to make it easier to compare between brands and different container sizes. (Coltman 1989, p. 207.)

In terms of trends Davis et al. (2008, p. 402) say that one of the biggest changes in the past decade in food and beverage area is the recognition of the importance of consumers and their choices. The industry is more and more market led and those who do not heed the needs and wants of customers have suffered and dropped out of the big-scale competition. In Finland the production of small breweries has tripled since year 2009 – in year 2009 the production was 4.7 million litres altogether and in 2013 the figure was near 13 million litres. This is a clear sign of ever increasing interest in domestic small brewery beers. (Lammin Sahti Oy 2015.)

### **5 Consumer trends**

#### **5.1 Microbrewery boom**

The small brewery trend arrived in Finland and other surrounding countries from the United Kingdom in the beginning of the 90s – small breweries and their beers and ciders with their own character became trendy. The first two actual small or microbreweries in Finland were established in Helsinki and Turku in 1993, followed by the rest of Finland during the years that followed. Most of these were

brewery restaurants which would sell their products only in their own establishment. The first and now oldest commercial home-brew or sahti brewery was although established in 1985 before the first small breweries. (Korpinen & Nikulainen 2014, p. 16.) According to Lammin Sahti Oy (2015) nowadays out of domestic beers' produce small breweries account for 3 %. Still the production of small breweries has nearly tripled since year 2009 which shows a lot of promise for the changing Finnish beer culture. (STT 2015)

The movement has also had an effect on Alko. Year 2016 marked the fifth year that Alko introduced a seasonal selection of craft beers produced by small breweries, and this year the selection was wider than ever with 19 different beers. According to Alko's product manager Tomas Salmi the campaign gives domestic small breweries a great opportunity to showcase their talent now that the popularity of speciality beers is growing rapidly. He also states that Finnish beer culture is at a phase of great development. (Alko 2016c.)

Once consumers are broadening their preferences in beers and ciders, an opportunity is also rising for restaurants and pubs. Customers come in looking for new brands and new flavours to try and craft brewery products become a great asset in the restaurant's selection. When beverages with higher alcoholic content may only be sold in Alko shops or at the brewery, the restaurant's role in providing customers with new innovative products is significant.

## **5.2 Local food and drink**

Internationally consumers are getting more aware of the impact their food and drink purchases have on the environment, national economy and themselves physically. Local experiences, local food and food experiences are being sought for in restaurants. People are looking for local recipes and seasonal and traditional foods. Also the concern for the safety of the food you consume is trendy, and local produce offer a solution to this concern. (Kehittyvä Elintarvike 2015.)

Finnish-produced items and foods have gotten a lot of positive attention on their reputation of being ethical and clean, and in many consumers' minds Finnish food equals quality. When it comes to purchasing products, over 70 % of Finnish consumers go for a domestically produced option if one is available. Furthermore

Finns are more and more interested in the origin of purchase items and how buying these products and services will affect the economy. This is something that sales industries should take advantage of by highlighting the local production and Finnish products. (Lausala 2015.)

The trend of making conscious purchasing decisions is strong, both ecologically and economically in favour to domestic producers. In Finland for over a hundred years the organisation Association for Finnish Work (in Finnish Suomalaisen Työn Liitto) has been working towards more easily identifiable Finnish products for consumers. They aim to unify the visibility of Finnish companies by granting them with a badge that tells the product has been mostly or totally designed or produced in Finland, making it easier for the customer to find its domestic value and make the “right choice”. (Suomalaisen Työn Liitto, 2015.)

The growing trend of buying domestically produced products has acquired both rational and sentimental popularity and visibility in Finland also through a multi-channel marketing campaign by the Association for Finnish Work called Sinivalkoinen Jalanjälki (in English Blue and White Footprint) started in 2014, lasting until the end of year 2015. The motto of the campaign is that by spending 10 euros each month buying Finnish produce or services would generate 10 000 places of employment each year. (Sinivalkoinen Jalanjälki 2015.)

The first Osta Työtä Suomeen (in English Buy Work to Finland) day was held by the Association for Finnish Work on 4th December 2015 with the purpose of making Finnish consumers more aware of the impacts of their purchase choices and encouraging the buying of domestic produce. The day will become an annual tradition when the consumer is encouraged to only buy Finnish products and services. (Sinivalkoinen Jalanjälki 2016.)

The Association for Finnish Work conducted a research on the attitudes of consumers after the campaign. The campaign day was noticed by a third of Finnish people. Over a half of them are going to increase their buying of Finnish products and services in the long run. A fifth of respondents began to rethink the importance of domestic buying because of the theme day. (Sinivalkoinen Jalanjälki 2016.)

The research also revealed that women are more likely to make an effort of buying domestic products. The same goes also for people with high income. Consumers under the age of 35 are clearly less likely to invest in Finnish produce. In Uusimaa and Southern Finland domestic produce are least likely to be preferred while in Northern and Eastern Finland the popularity of Finnish products is the biggest. (Sinivalkoinen Jalanjälki 2016.)

However, even with the locality trend big international and national drinks companies are providing both businesses and consumers with well-known and liked products that have earned their place in the market through their brand goodwill and often low pricing. The latter is especially compelling for consumers and restaurants alike in a bad economical state when people have less money to spend in both grocery stores and restaurants.

### **5.3 Popularity of organic products**

The markets for organic products are growing internationally as the trend is catching on. Sustainability is a big trend through which sustainable consumption grows with key concerns on ethical, organic, local, environment friendly and fair trade issues. (Kehittyvä Elintarvike 2015.)

Finns are becoming increasingly interested in buying organic products and more and more people are buying them regularly. The most important reasons for buying organic is that the produce is clean, ecological, it tastes good and it is healthy. Half of consumers believe their consumption of organic produce will increase in the near future. (Pro Luomu 2016.) This trend is also presumably going to surface more and more in customers' restaurant choices and preferences. The amount of people eating out is increasing and restaurants play the role of creators and maintainers of numerous food trends. (Kurunmäki, Ikäheimo, Syväniemi & Rönni 2012, p. 31.)

When it comes to small breweries in Finland many have an organic selection. According to Pro Luomu (2016) privately owned restaurants are the biggest users of organic products in all food services. When the restaurants pride themselves in using organic produce they have an opportunity to also accompany it with organic beer or cider which the consumers appreciate and want to know more

about. The reputation and the ideals the restaurant follows likely has the customers interested in organic drinks as well and if the restaurant is not able to offer that it likely breaks the consistency of the business idea. (Davis et al. 2014, p. 191.)

#### **5.4 Trends in sales of alcohol**

Overall the domestic sales of both beer and cider in Finland have been dropping over the years. The statistics gathered by The Federation of Brewing and Soft Drink Industry (Panimo- ja virvoitusjuomateollisuusliitto ry 2016) show the fluctuations in domestic sales of brewery products and soft drinks from year 1980 to 2015 and recent years. In 2015 363,733 million litres of medium strength beer and 29,065 million litres of cider were sold. Strong beers' sales have remained around 15,000 million litres after a steady but drastic reduction between 2000 and 2010. During the decade the sales dropped by almost 15,000 million litres.

From the statistics it can be seen that not only is cider generally a lot less popular than beer in Finland, the sales of cider have plummeted lower than ever in history (Panimo- ja virvoitusjuomateollisuusliitto ry 2016).

The legal definition of cider in Finland is a lot different to the traditional cider countries where cider can be called cider if it is mostly made of fermented natural apple juice. According to Finnish law (Finlex 2016b) cider is a fruit wine that is made from fresh or dried apples or pears, juices made from them or juice concentrates. This kind of a Finnish wine-mix cider often has a high sugar content and different artificial flavourings, for example berry, fruit or even rather exotic flavours of vanilla or cola (Saimaan Juomatehdas 2016).

According to a pioneer in traditional cider making in Finland, Saimaan Juomatehdas (2016) Brewery, the decline of Finnish cider is caused by the consumers' declined interest in industrially produced, artificial and essence flavoured ciders. As discussed previously in terms of trends, more and more people are looking for natural and traditional flavours and products with a story and an origin. This is something that small brewery ciders definitely have to offer to those Finnish consumers who still associate cider with the sweet alcopop-like drink sold in Finland that is mostly popular amongst teenage girls.

When it comes to the alcohol sales at Finnish restaurants, the companies are facing a major challenge that is the small amount of alcoholic drinks that are sold at restaurants. Out of the alcohol that Finns consumed in 2015 only 10.6 % was bought from restaurants, 68.3 % from Alko or retail shops and 21.1 % of alcohol was imported by the consumer. The restaurant sales of beer have dropped 54 % since 1995 while its retail sales have grown by 32 %. Still the total consumption of alcohol has remained the same as the decline in alcohol sales at restaurants continues which means that drinking has shifted heavily from restaurants to homes and streets. The portion of the import of alcohol from abroad is twice as large as that of restaurant sales. (MaRa 2016.)

Beer tourism is popular among Finns and the neighbouring country Estonia attracts consumers with lower prices and a low tax level. Four out of five Finnish people travelling to Estonia buy alcohol on their trip – last year alone Finns brought back 56 million litres of alcoholic beverages. Forty-three % of passengers brought home beer and 24 % bought cider and long drinks. (Hänninen 2016.)

When it comes to strong beer in 2014 private passenger import took up 65 % of all strong beer purchase channels, coming mainly from Estonia and cruise ship shops. Restaurants owned up to 19 % of the sales and Alko had the lowest portion of sales of 16 %. (Panimoliitto 2016.)

One way to spark up the restaurant life of Finland is to offer potential restaurant goers with the products they are looking for. Small brewery products are on the rise and undoubtedly if they were available at more restaurants also more people looking for new and exciting products with a story would come in to get to buy the product.

## **6 The research**

### **6.1 The aim of the questionnaire and target group**

The questionnaire's aim was to find out about the attitudes that Finnish restaurants have towards purchasing from small local breweries in their business, and how important the values of buying domestic and local produce are for them. The

term “local” is difficult to determine as a brewery might not necessarily be local to a restaurant by kilometres, but it might still be the nearest one – not to mention that an alternative to their brewery product might come from abroad.

There are a lot of small breweries in Southern Finland which is why the questionnaire was logical to conduct in this area. The questionnaire was conducted in the axis area of Turku-Tampere-Helsinki, but due to relatively low response rate the questionnaire was expanded to restaurants in other areas in Southern Finland.

A quantitative research method was chosen for the questionnaire and most of the results are presented in statistical format. The questions were in multiple choice, value proposition and open ended format. These open ended questions are qualitative and the answers are reported in verbal format in their own categories. (Mirola 2015, p. 14.)

The original research questionnaire that was sent to restaurants is in Finnish (appendix 1) and a translation is provided in English (appendix 2). Both the original and the translated questionnaire forms can be found at the end of the thesis.

The research questionnaire was sent through email or Facebook based on the contact information provided by the company on their website. The chosen restaurants had to serve food and have the rights to sell alcohol. The alcohol licence had to be either an A licence that entitles the restaurant to sell all mild and strong alcoholic beverages, or alternatively at least a B licence that gives the rights to sell mild alcoholic beverages no higher than 22% alcohol by volume. (Valvira 2014, p. 40.)

In order to get information on an individual restaurant level with power to make its own decisions concerning its operations, chain restaurants were ruled out. Also brewery restaurants were not included in order to get viable answers from an everyday restaurant that had no obligation or possibility to sell its own small brewery products.

The restaurants were chosen based on their location and the above mentioned qualifications for the questionnaire using the map application by Google. The potential restaurants’ website was checked in order to find out whether or not the



business was still running and if the qualifications applied to them. All restaurants that did not have a website, an email address or alternatively a Facebook page that they could be contacted through were ruled out for convenience in research.

As a consequence restaurants that were out of date due to not being on the internet were ruled out, leaving the respondents chosen to represent Southern Finnish restaurants. Without giving out the names of the establishments the respondent restaurants can be characterised as successful, modern and ambitious in terms of the food they serve and how they wish to accommodate customers.

The questionnaire was originally sent to 50 restaurants located in the Southern and South-West part of Finland in or around the axis of Helsinki, Turku and Tampere. The questionnaire was open for 2 weeks in March 2016, after which it was reopened for another week in order to acquire more responses to increase the viability of the results. At the end of the additional time there was still not enough data so the questionnaire was sent to 20 more restaurants in other parts of Southern Finland. After the second phase in April 30 responses were acquired in total.

## **6.2 Research results**

The research acquired 30 responses from different types of restaurants situated in different parts of Finland. The majority of responses (73 %) are from the axis area of Turku-Tampere-Helsinki and the rest are acquired from other parts of Southern Finland.

### **6.2.1 Restaurant information**

The respondents were asked to describe the type of their restaurant to which 29 respondents answered. The distribution is shown in figure 1.

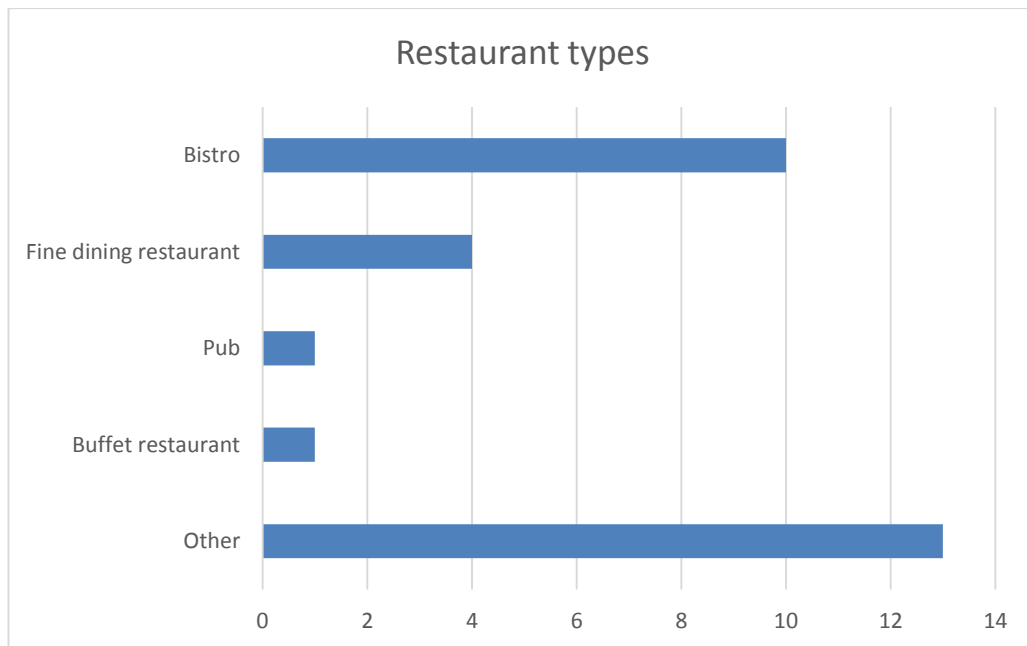


Figure 1 Restaurant types

43 % of respondents chose the option “other, what”. These 13 restaurants consist of three à la carte restaurants, three food restaurants, two gastropubs, a local food restaurant, a BBQ restaurant, a lunch restaurant, a fine casual restaurant and a summer restaurant.

73 % of restaurants have a lunch menu and almost all respondents, 93 % or 28 out of 30 restaurants also have an à la carte menu. Restaurants also added having buffet or pub food, small snacks, a separate three course menu, group packages or catering services.

The figure 2 shows the amount of customer seats in the restaurant where every fiftieth seat starts a new size category.

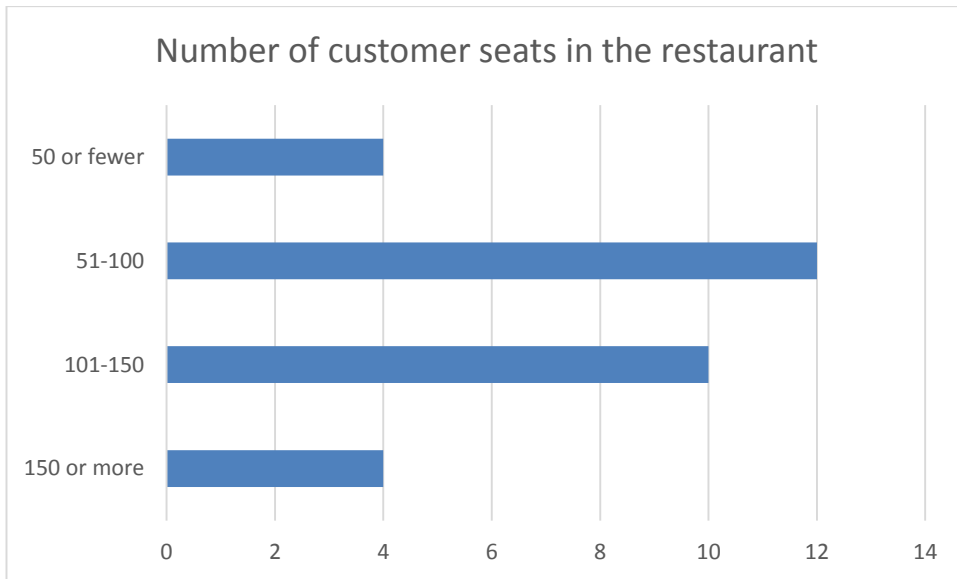


Figure 2 Number of customer seats in the restaurant

The majority or 41 % of restaurants have 51-100 seats. A third or 33 % of respondents have 101-150 seats in their restaurant. About 13 % of restaurants have 50 or fewer seats, and the same percentage applies to large restaurants with over 150 seats.

### 6.2.2 Beer in the restaurant

In figure 3 restaurants answered a question concerning how many different beer brands they serve. By different beer brands the question means e.g. Karjala, Karhu, Karhu Tuplahumala or Stella Artois.

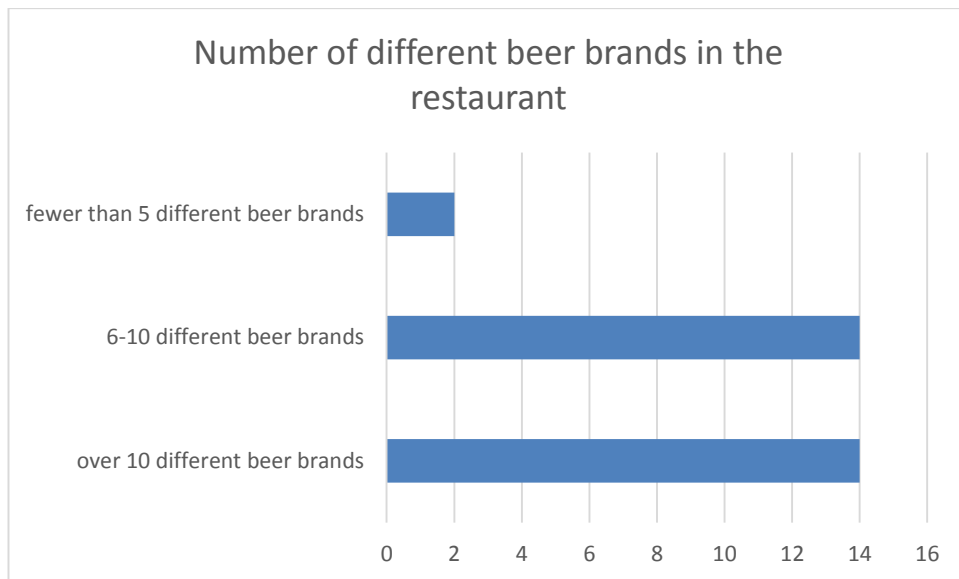


Figure 3 Number of different beer brands in the restaurant

47 % of respondents had over 10 different kinds of beer and another 47 % had 6 to 10 different beer brands in their selection. The rest had fewer than 5 different beer brands for sale.

The question was mistakenly formed wrong as there is no option for 5 beer brands for sale. Supposedly respondents in this case then picked the option of “fewer than 5 different beer brands” due to the next option being much larger in quantity compared to the first one.

In the next question respondents were asked to give a percentage estimation of how many of their beers were domestic. Figure 4 on the next page shows the respondents’ answers divided in categories by every 20<sup>th</sup> percentage, 0 % having its own category.

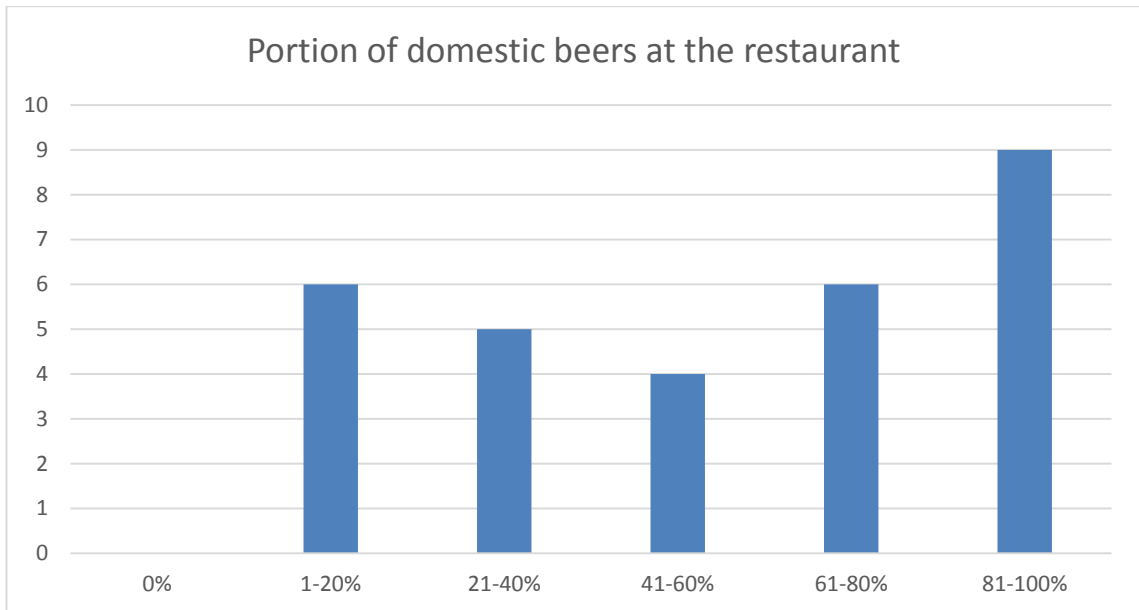


Figure 4 Portion of domestic beers at the restaurant

The majority of respondents (30 %) answered that they have 81-100 % domestic beers. All restaurants had at least one or some Finnish beers in their selection. Approximately 37 % of respondents have some domestic beers but over half of their selection is foreign. 13 % get close to half of their beer from Finland and 20 % of respondents have a clear majority of 61-80 % of domestic beers.

Next the restaurants were asked to estimate how large a portion of their domestic beers was from small breweries. The results are shown in figure 5 in percentage format, every tenth percentage marking its own category.

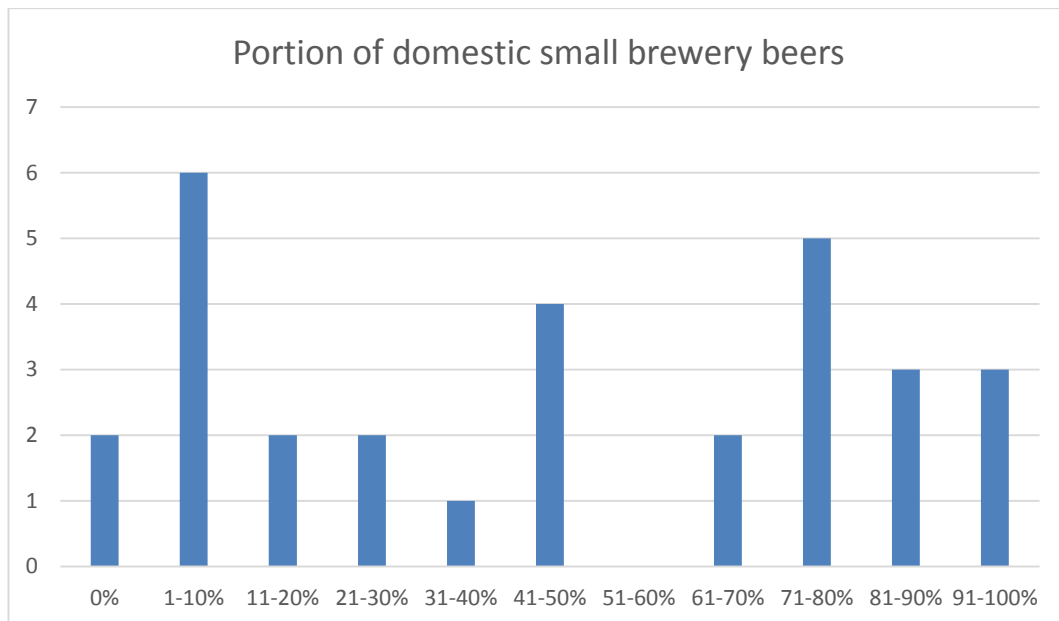


Figure 5 Portion of domestic small brewery beers

Almost all of the respondents, 28 out of 30 have at least one small brewery beer in their selection. Only two restaurants have none. The largest group, six respondents, has 1-10 % of their Finnish beer selection from small breweries so it is more common to have at least one rather than none. The second largest group has 71-80 % of their beer selection in small brewery beers with five restaurants. The third largest group of four respondents gets close to half or exactly half of their beer from a small brewery. The rest of the restaurants' answers are quite evenly divided among different percentages.

More than half of the respondents have most of their Finnish beer come from small breweries. A minority of 10 % of the respondents get 91-100 % of their domestic beer from a small brewery.

### 6.2.3 Cider in the restaurant

When it comes to the availability of ciders in restaurants the overall selection is a lot smaller compared to beers. The figure 6 shows the number of different cider brands in the restaurants.

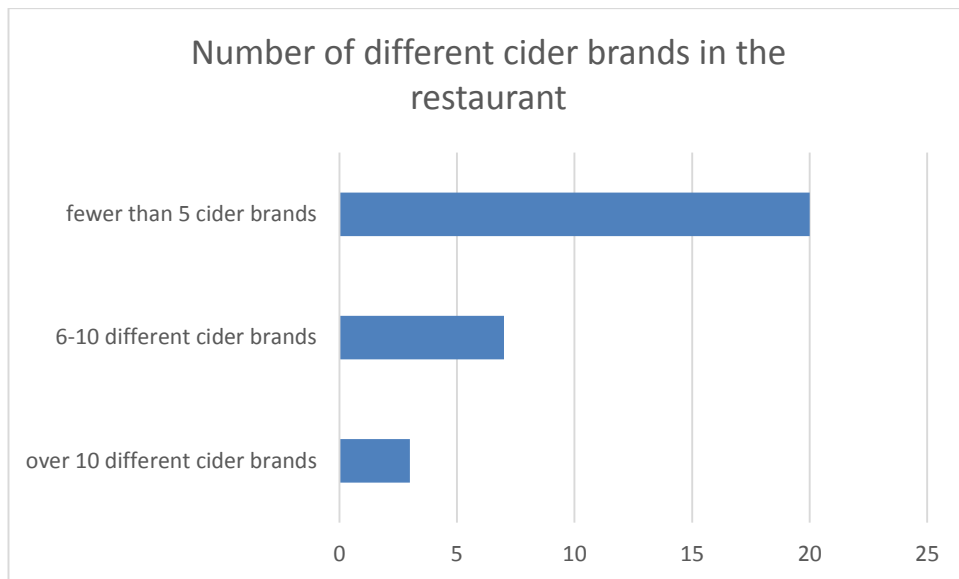


Figure 6 Number of different cider brands in the restaurant

Again as in the same question concerning beer, this question is also formed mistakenly so that there is no option for five different cider brands. The assumption is made that if the restaurant has five ciders they would have chosen the first option as it is a closer alternative compared to the much larger quantity of six to ten.

67 % of respondents have fewer than 5 different cider brands in their selection. Twenty-three % had six to ten different cider brands, and only 10 % of the restaurants had more than 10 different cider brands. This is almost an exact opposite to the beer selection where most restaurants had over six different beers and a clear minority had fewer than five brands. It can be clearly seen from this comparison that most respondents had a much larger variety of beers and fewer cider options.

Next the figure 7 shows the percentage of domestic ciders in the restaurant.

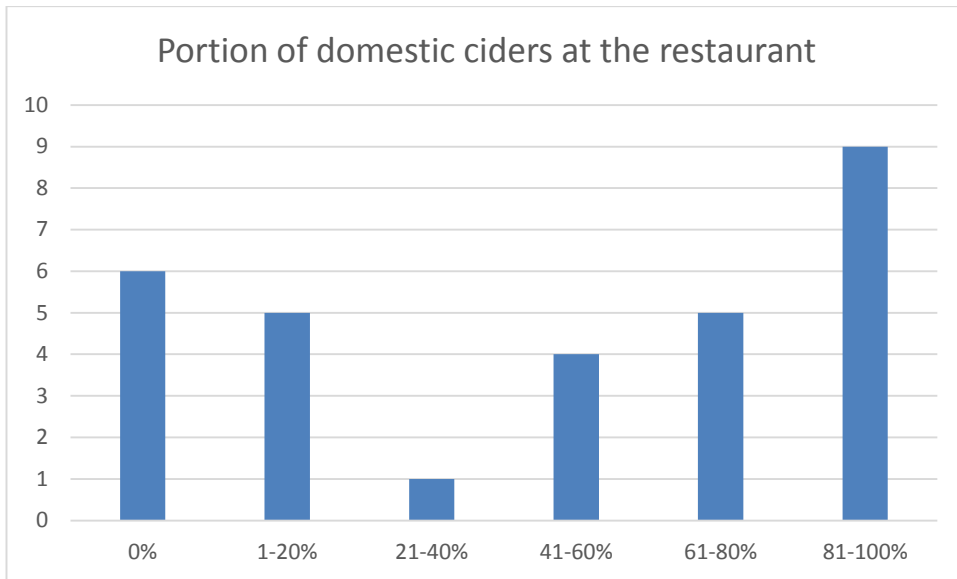


Figure 7 Portion of domestic ciders at the restaurant

A clear majority or 30 % of respondents have close to all (81-100%) of their ciders from Finland. As a contrast the second largest group or 20 % of respondents have no domestic ciders at all in their restaurant. Restaurants who have fewer than 40 % domestic ciders in their selection represent 20 % of respondents, and the remaining 30 % have around half and up to 80 % domestic ciders.

All in all 80 % of respondents have at least some domestic ciders in their selection, 60 % of which get close to half or more than half of their ciders from Finland.

The following question again reveals a lot about the differences between small brewery beer and cider selections in restaurants. Figure 8 on the next page shows the portion of the cider selection that comes from domestic small breweries.



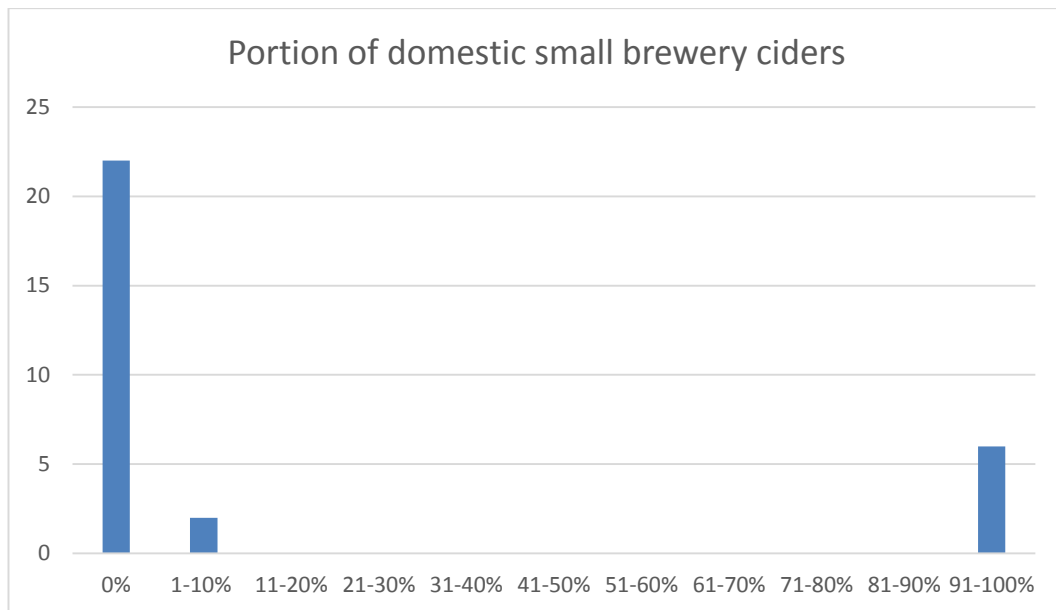


Figure 8 Portion of domestic small brewery ciders

22 respondents or 73 % answered that they have no small brewery ciders in their selection. A minority of 2 respondents had one or a few ciders from a domestic small brewery in their selection. There are no in-betweens when it comes to cider as 6 respondents or 20 % of restaurants who reported having small brewery products had almost all or all of their cider from a small brewery.

Overall it seems that ciders are less popular at restaurants due to the much smaller selection overall. Likely this affects the portion of small brewery ciders as well. It shows in the figure that if the restaurant serves any small brewery ciders, then most of the restaurant's cider if not all of it comes from a small brewery.

#### 6.2.4 Values of domestic and local production

The next category of questions was about domestic and local food and drink. The first question asked the restaurants how significant it is for them that the food they buy is domestically produced with options from 1 (very small significance) to 5 (very large significance). The distribution of answers is shown in figure 9.

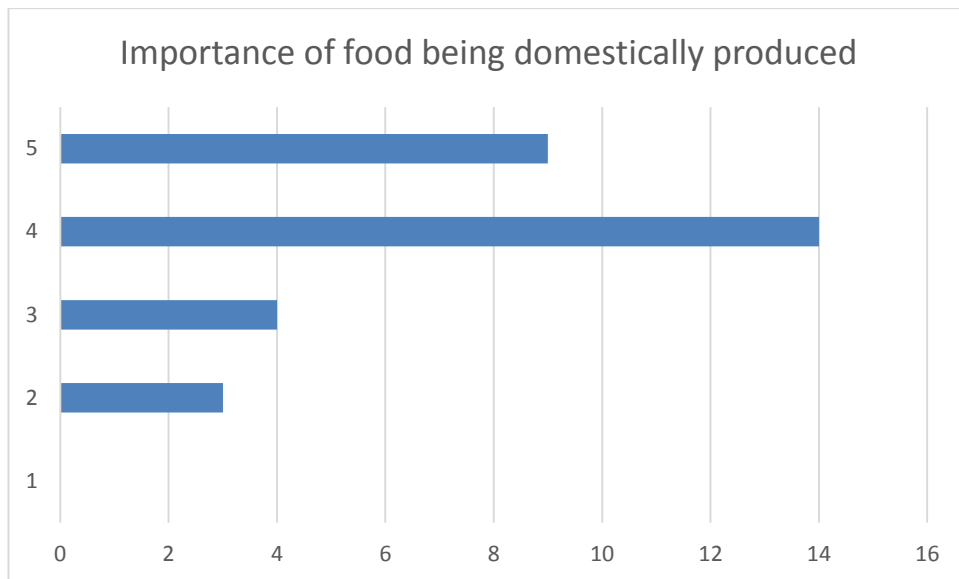


Figure 9 Importance of food being domestically produced

To all restaurants food being domestically produced is somewhat important as no respondent answered that it has very small significance to them. The clear majority is very conscious of buying domestic food as 77 % of respondents answered the significance being a four or five out of five. The remaining 23 % place the significance between two and three out of five. The average significance among the respondents is 3.97.

The next question went deeper into details of the domestic produce the restaurants buy. The restaurants answered a similar value question of locality; how significant it is for them that the purchased food is locally produced, one being very small significance and five being large significance. Figure 10 shows the distribution of value figures among the respondents.

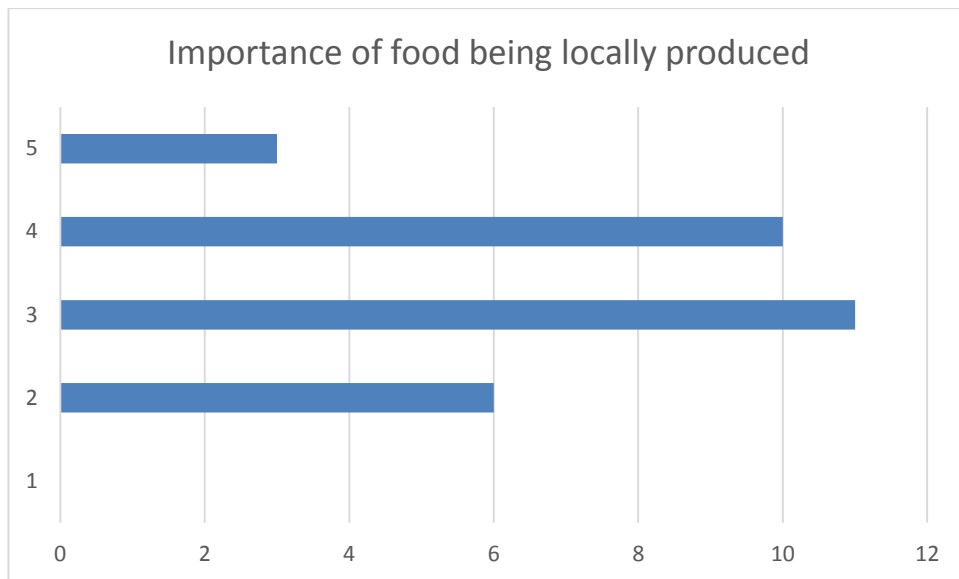


Figure 10 Importance of food being locally produced

Also locality seems to be even somewhat important for restaurants as again no responses were given under very little significance. The division is not as drastic though as the majority or 70 % answered the importance being on level three or four out of five, and only 10 % put very large significance on the food being local. A relatively large group of answers was given under significance being two out of five, representing 20 % of respondents. The average answer for this question was 3.33 so it can be said that locality is not as important as domesticity.

The questions that followed in this category are about brewery products. The first question asked about the restaurants' drink orders – how significant it is for them that the brewery products purchased are domestic, again with the scale of one to five. The figure 11 shows the answers in a pie chart.

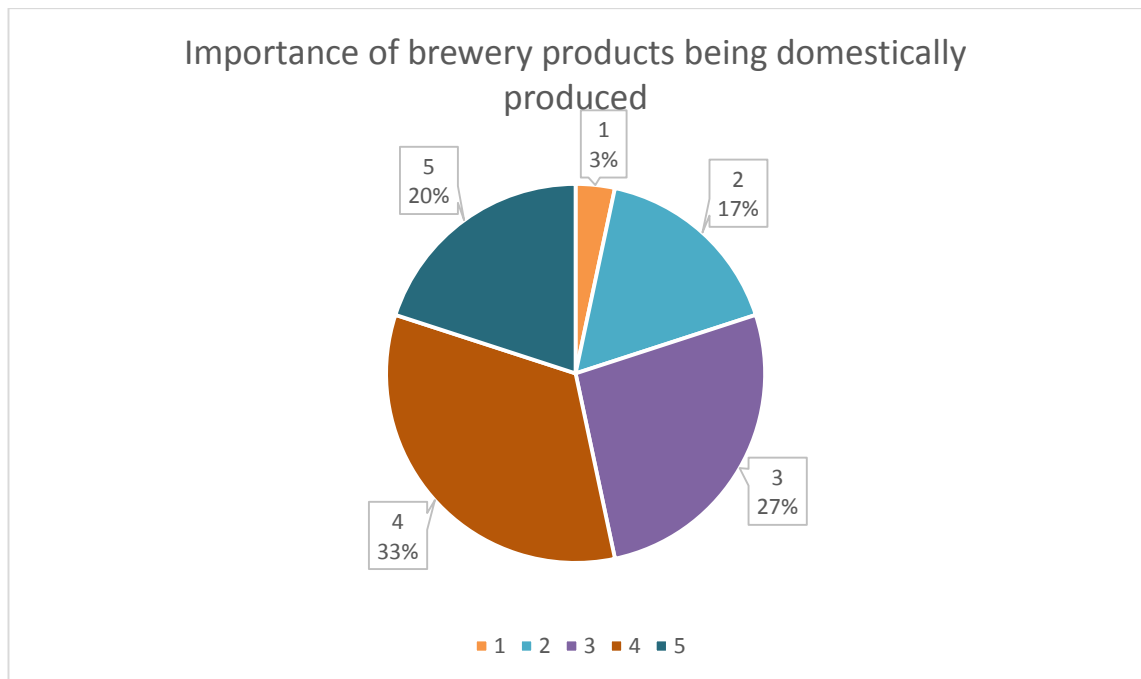


Figure 11 Importance of brewery products being domestically produced

The restaurants seem to be somewhat conscious about their decisions as only 20 % of respondents do not give much importance to the domestic values in brewery products with answers of one and two out of five. On the other hand 20 % of respondents place a very large significance on the product being Finnish. Over half or 53 % of the respondents answered the significance being either four or five out of five. 27 % of respondents were neutral with the significance answer of three out of five. The average of all answers is 3.5 so brewery products' domestic values are only slightly less popular than in food.

The last question in this category dealt with the importance of locality in brewery products. The figure 12 again is in pie chart format dealt into portions by the answer groups.

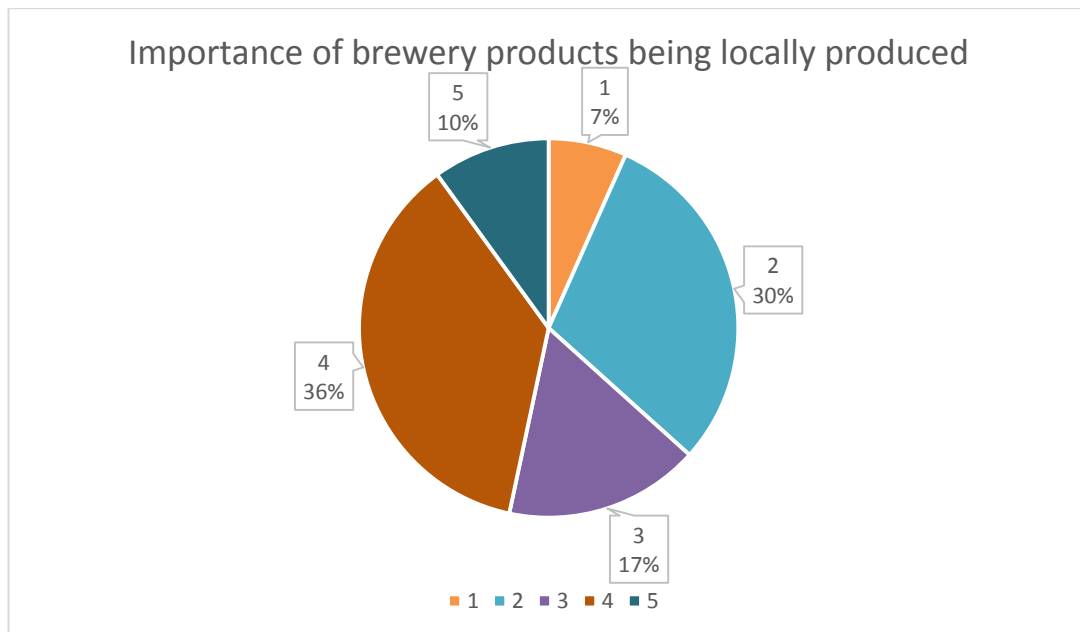


Figure 12 Importance of brewery products being locally produced

When it comes to the locality of beers and ciders 37 % of respondents answer either level one or two significance and do not feel it is all that important to buy locally. However still 46 % of restaurants think it has a lot of significance and put effort on local buying of beer or cider, with answers of either four or five out of five. The remaining 17 % have a somewhat indifferent opinion, not placing a lot of significance on purchasing local brewery products but not ruling them out completely as an insignificant asset of the product.

Therefore the average significance is 3.13 – again proving that locality is not as important as domesticity and not as significant to find local brewery producers as it is local food producers. Still the average value is more positive than it is negative and some significance is put also on the locality of brewery drinks.

### 6.2.5 Small brewery products in the restaurant

The final category that the restaurants were asked to answer focused on questions concerning the actual purchase decision of both consumers and the restaurant. Firstly they answered if they believed their clientele would be interested in purchasing small brewery products in their restaurant on a scale of 1 to 5, one

being not at all interested and five being very interested. Figure 13 shows the perceived customer interest in pie chart format.

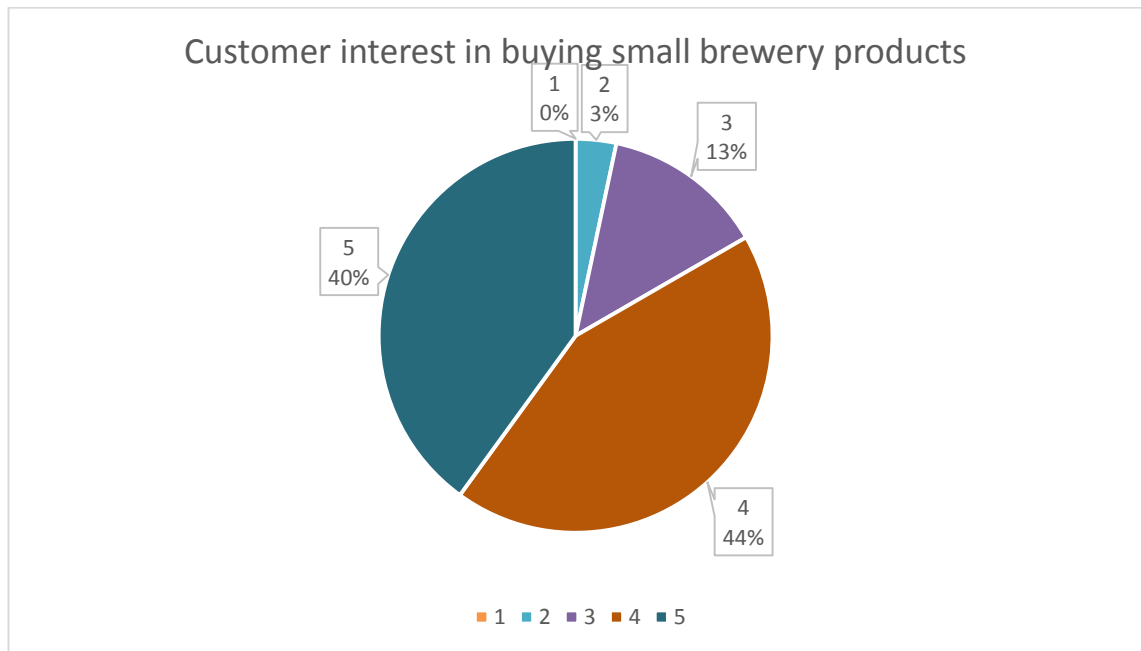


Figure 13 Customer interest in buying small brewery products

A very clear majority of 84 % think their customers would be either very interested or just interested in purchasing small brewery products so most of the restaurant owners must have noticed a clear demand for small brewery ciders or beers. Only one respondent thinks that there is not much interest in their clientele base for small brewery products, and 13 % answered the neutral level three interest. No respondents think that there is no interest at all for small brewery drinks. The restaurants' answers together make up for an average interest of a positive 4.2 out of five revealing first-hand experience of the demand for small brewery products at restaurants.

Next the restaurants were asked why they thought their clientele would or would not be interested in buying small brewery products and the respondents could write any of their thoughts. Nineteen restaurants gave an answer.

The issue of small brewery products being trendy right now came up in many of the answers but even more frequently respondents brought up the consciousness of locality being important for their clientele. Not only are Finns more interested

in locality and local talent, but many respondents also have foreign customers who are especially interested in trying out local Finnish brewery products.

The question also shed light into the restaurants' ideals as they usually match the clients' ideals. One respondent wrote that they as a restaurant want to support local producers and that their interest for it also reflects on the customer's buying behaviour. Many of the respondents described their business as one that uses local produce in cooking and therefore also apply the same ideal when it comes to brewery products. Also customers seem to expect these standards from the restaurant.

A reoccurring theme was the customers' need for something new and different and as one restaurant put it: mass produced brewery products offer nothing new for beer enthusiasts. Another respondent pointed out that if a customer wants to try something new he will choose small brewery products which are not always on sale in every restaurant. However, sometimes customers avoid small brewery beers for their unusual or bitter taste. This need for "something else" with quality and difference came up a lot among with the fact that the demand for them has grown a lot. One restaurant added that still the price of local and small brewery products somewhat weakens the purchasing power.

Also the aspect of food and drink was brought up – customers want to know the stories behind the food and drinks and how well some suit the other flavour-wise. The beers and ciders are therefore seen as an important part of the dining experience, complementing the meal much like wine. Knowledge on this is therefore expected from the staff also.

The next question the restaurants were asked concerns the practical side of ordering from the small breweries – are there any practical problems that in the restaurant's opinion prevent them from or make it more difficult for them to add small brewery products into the selection? The respondents could choose as many alternatives as they liked or just one option of no significant problems at all. Figure 14 shows the problems that have accumulated answers in the form of a bar chart.

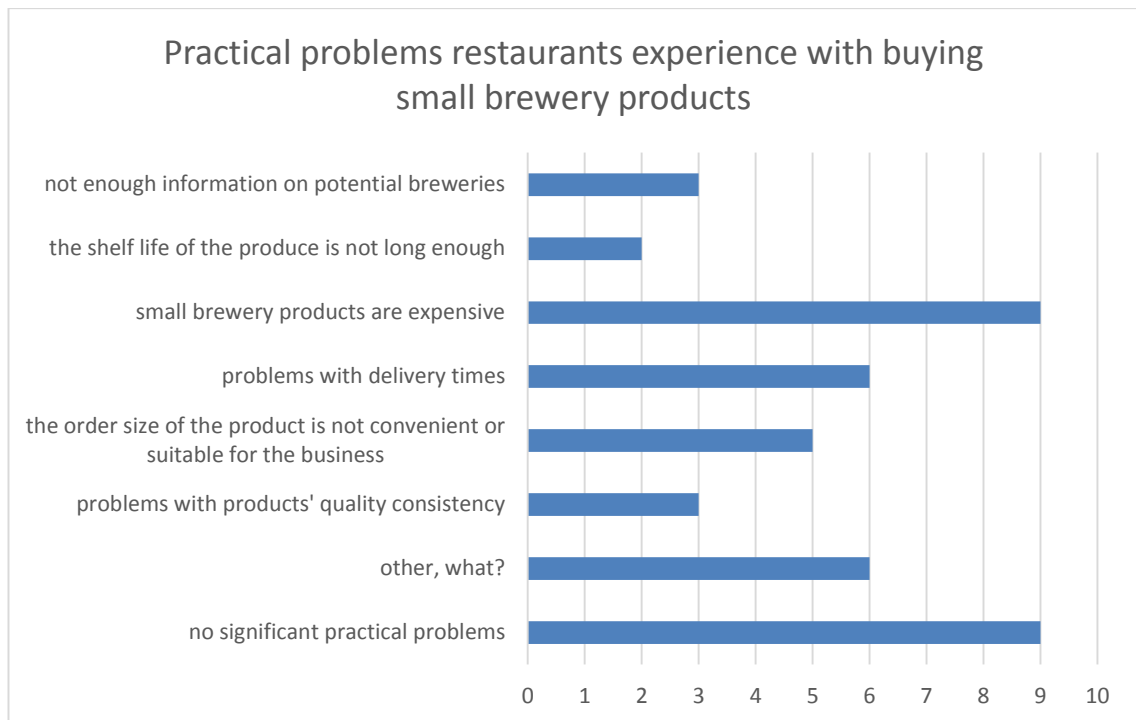


Figure 14 Practical problems experienced with buying small brewery products

30 % or 9 out of 30 respondents have no significant problems when it comes to adding small brewery products into their selection, leaving 70 % or 21 respondents experiencing problems. Among the remaining 21 respondents the biggest concern that 43 % have seems to be the high price of the small brewery products. The delivery times are challenging for 28 % and the third biggest common problem is the size of the order that has to be done – which is an issue for 24 % out of 21 respondents. Three respondents did not feel they had enough information on potential breweries and only two restaurants were worried about the short shelf life of the product. Three respondents out of 21 felt the quality might not be consistent in the brewery products.

Six respondents also brought up other issues in the open question to which they could write an answer in their own words. One respondent wrote that the high customer price of the brewery products is a problem. Another respondent brought up logistics problems so probably the delivery of the product cannot be organised in a working way.



Two restaurants have concerns about the physical space and the lack of it. One restaurant has no space and the other mentions the need for the products' own presentation space which they do not have.

One respondent brought up a significant issue. The particular restaurant has made a deal with another beer producer and this deal does not permit the sales of other beer brands than the one in question. This obviously makes it impossible for the restaurant to consider the sales of other brewery products unless they want to lose the deal with the current beer company.

The final problem brought up in the answers to the open question is also important to discuss. The respondent is interested in smaller size orders of products but apparently has not found a distribution channel for his needs. This prevents the restaurant from buying the product.

The second last question the restaurants were asked was in which container they would like to buy their brewery products. The respondents could choose more than one option. Figure 15 shows the restaurants' preferences in containers.

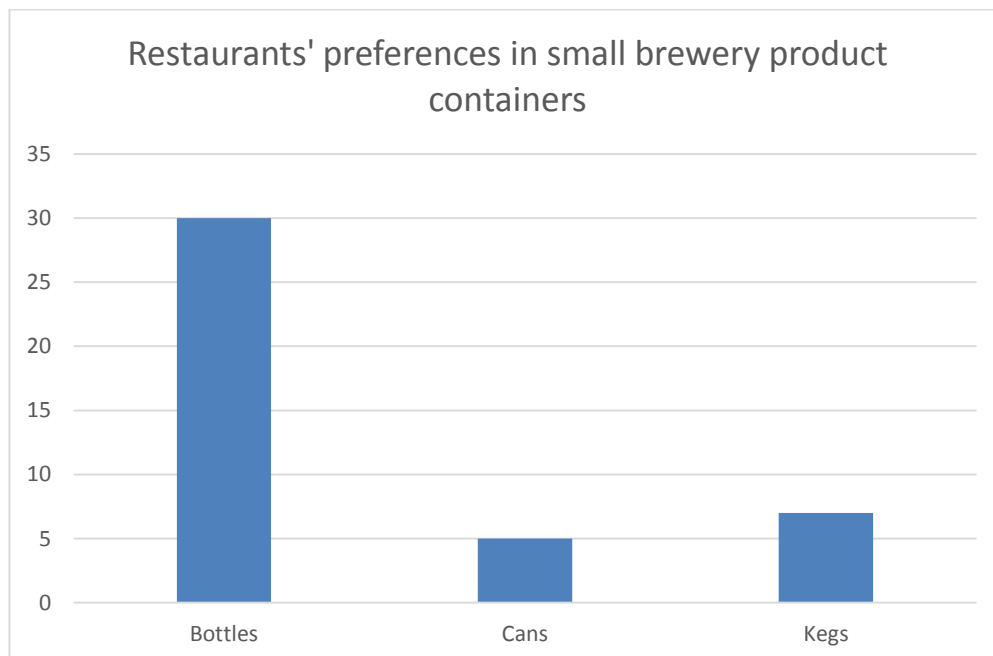


Figure 15 Restaurants' preferences in small brewery product containers

All of the respondents would be willing to buy the brewery products in bottles.

Cans were the least popular of the three options as only five respondents would like to buy the beer or cider canned. Seven respondents or 23 % of the restaurants would like to serve their beer or cider from the tap, buying the product in kegs.

The last question of the questionnaire gave the opportunity for the restaurants to tell whether or not they have considered adding small brewery products into their restaurant, and why or why not. The question was answered to by 20 respondents, also many of which already sell small brewery products who decided to share their thoughts on the matter nevertheless.

Six of the respondents said they are already selling small brewery products and have no need for additions either due to a large selection already or because of not having enough space for any more. However, out of ten respondents who said they are already selling small brewery products four restaurants said they will expand their selection further. These restaurants believe that the popularity of small brewery products will continue to grow and so will the demand in their clientele. The selection is updated according to customers' needs.

The issue of there not being enough space was brought up by three respondents. The lack of space prevents additions from two of these restaurants altogether as the third respondent is planning on establishing a bigger restaurant in which there will be a selection of small brewery products.

Eight respondents out of 20 also said that they are considering additions but have different reasons for not acting on it yet. One restaurant is worried about the guarantee on deliveries and whether or not it is reliable. They are now buying in some seasonal brewery drinks as so-called monthly products which does not require a steady in-flow of the product.

Three restaurants that are considering the additions would like to take small brewery products on board but would require more flexible and smaller order sizes. The fluctuation in demand could then be met with smaller orders. Two restaurants are currently waiting to add small brewery products to their selection but are now waiting for the suitable drink to come along. Other two respondents are also in-

terested in introducing small brewery products to the restaurant but they are currently involved in an agreement with another brewery producer and they would need to reconsider their current deal.

## **7 Conclusions and suggestions**

In the following chapter conclusions are drawn from the research results and its findings are considered critically with the help of theory on the subject. Also suggestions are made in order to find ways to increase the overall sales of small brewery products at restaurants. Opportunities for both restaurants and breweries and their mutual co-operation in the future are brought into consideration.

### **7.1 Beer and cider at the restaurant**

In terms of in what container the beer or cider is bought in restaurants seems to clearly prefer bottles over kegs, and kegs over cans. This makes the can the least popular container at the restaurant. The assumption can be made that bottled brewery drinks are the most convenient container for restaurants to store, sell and control.

One of the most obvious conclusions that can be made is that cider in general is not as much sold in Finnish restaurants as beer. The amounts of different cider brands compared to the amounts of different beer brands were almost a complete mirror image of each other – the clear majority of respondents, 28 out of 30, had six or more different beer brands sold in their restaurant but when it comes to cider only 33 % percent have more than six different cider brands in their selection, leaving 67 % of respondents having five or fewer than five different cider brands. This may partly be due to the overall larger consumption of beer compared to cider in Finland – Finnish people are mainly beer drinkers and that affects the size of popular selections. (Panimo- ja virvoitusjuomateollisuusliitto ry 2016)

Small brewery beer can be found in almost all the restaurants which means that the microbrewery boom has not only been realised in theory but it has also been put to practice, even if only a small portion of beers is from a small producer. This

result goes in line with the perspectives the restaurants gave on the increased customer demand, and most respondents therefore try to accommodate the customer needs.

On the other hand the overall result goes to show that Finnish small brewery ciders have not made their big break into Finnish restaurants yet. The number of restaurants serving small brewery cider altogether was low – however, it also showed that if craft cider was sold, it took up a clear majority of the cider selection, leaving out the domestic big brand ciders almost completely.

It is likely that as the microbrewery boom continues the spotlight will eventually be shined more on the potential of ciders too, as now in the media most attention is on the growing selection of new beers. The trends of healthy, traceable and real traditional tastes that consumers are looking for have hindered the sales of usually essence-flavoured Finnish cider and sadly also tainted its reputation among consumers.

As an alternative to the sickly sweet artificial wine-mixes now Finnish small breweries have a great opportunity to win over people who are looking for and just discovering authentic and more characteristic flavours of craft cider. Especially restaurants, who on the most part have not taken on small brewery cider yet, have a clear opportunity to differentiate themselves from others through serving small brewery ciders to potential customers whose demands are not currently met. The “all or nothing” attitude is strong when it comes to serving small brewery cider, but likely with time as the popularity and supply grow there will be more restaurants in between, resulting in a distribution similar to the current sales of small brewery beers.

## **7.2 Domesticity and locality**

When it comes to locality, the definition is often different for different people. Finnish consumers in general think local food is something that is produced up to 50 kilometres from the place of sale. The distance is a lot smaller than in the food sales industry, where Finnish food can even come from outside the municipality and still be called local. There is no legal definition for local food and in Finland the large distances between producers and sellers make the definition even more

difficult. (Sipinen 2016.) Therefore interpretations of local food or drink may be different for different respondents, and somewhat affect the comparability and preciseness of the results.

The restaurants place more importance on the produce being domestic rather than it being local, and the same slightly lower importance on locality occurs in both food and drink. When it comes to local food it is often harder to find and get and it is often perceived as more expensive. The purchasing of local produce is not as easy and it demands more motivation and effort. (Kurunmäki et al. 2012, p.12.) Simply going for domestic food is easier and quicker, and therefore at least putting effort on buying domestic is sufficient for the restaurants.

Local food is served a lot in restaurants and the use of seasonal and small order sizes is relatively smooth with local producers. Still restaurants cannot always find or get the local food products they need and the extra work that has to be put into the purchasing is seen as troublesome. On the other hand kitchens that use local food on a regular basis think it is worth the extra work. (Kurunmäki et al. 2012, p. 31.) As one respondent put it, they start with thinking locally in terms of food but if the product is not available, it is not of good quality or the price is too high, they order it from elsewhere.

The challenges with local small produce, both food and drink, are the lack of knowledge of producers, the availability of products and the certainty of delivery, points all of which came up often in the research results considering craft cider and beer. Restaurateurs in general think it is a shame that it takes so much time to find the producers. Another aspect slowing down the co-operation is a certain level of competition between producers and restaurants. (Kurunmäki et al. 2012, p. 31.)

From the co-operation of small breweries and restaurants both parties benefit in the Finnish regulated alcohol industry where no retail sales of strong beer can be made by the brewery itself. Restaurants are a great channel for increasing sales and consumers' knowledge of the product, and the restaurants get benefit from the sales, the potential new clientele and increased customer satisfaction through responding to popular demand and differentiation from competitors. This is one

way of trying to increase the alcohol consumption at restaurants instead of alternative places as over 4.7 % alcohol by volume beer is bought more often from restaurants than Alko. (MaRa 2016.)

### **7.3 Views on customer demand**

A clear majority of the respondent restaurants thought that their customers would be interested in buying small brewery products. The shift towards interest in locally produced and smaller producer products has been noticed by the restaurateurs. Consequently, if restaurants wish to answer to customer needs which is increasingly important in the industry nowadays, they simply need to offer customers small brewery products in their selection. (Davis et al. 2008, p. 402)

Many of the things the respondents brought up gets confirmation from the international trends surfacing right now – the conscious consumer wants products with a clearly traceable origin and a positive effect on the local economy. Quality, tradition and locality are the top ideals both the customers and the restaurants want, the demand creates supply and vice versa. The restaurants' growing interest in these ideals and the eagerness to tell the story of the product and "push" locality on the consumer also affects the customers' standards when it comes to their choice in restaurants.

The respondents also brought up the culinary experience that many customers are looking for – the beer or cider is seen as a component of the meal. This is a shift from the usual Finnish way of not eating when drinking, which is customary in almost all other countries besides Finland. The restaurants' answers indicate that brewery products and alcohol are beginning to be seen as an addition to an ordinary meal instead of just a way to break away from the daily routine through getting drunk, which is the traditional outlook on alcohol in Finnish culture. (Pöntinen 2015.) Small brewery products with their quality and special attributes suit food excellently and can be used much like wine, which makes it easy to reinforce this positive trend.

The culinary view on small brewery products calls for staff knowledge and training in order for the waiting staff to know which beverages to sell with which meals. Also the upselling of locality is something that the restaurants should grasp and

based on the responses seemed to have done. As with any products the customer often needs to be encouraged to try something new, and this can only boost the restaurant's image.

Not only did the restaurants consider Finns in their answers, but in terms of tourists the role of small brewery products was also noted – tourists are eager to try the local drinks. According to Olutliitto (in English Beer Alliance) (2015) this side of tourism and food culture development planning has not been fully tapped onto in Finland. Beer is an iconic and inseparable part of many European cities such as Dublin with its Guinness Storehouse, Amsterdam with its Heineken museum, Munich with its beer taverns and London with its old-world-like pubs. Beer has been crafted in Helsinki for a consecutive 250 years, not to mention the over a thousand year old sahti brewing. Today the rising various small breweries can be found all over Finland and tourists offer a great customer group that uses a lot of restaurant services during their stay.

Local food and drink experiences are an important part of a travelling experience and in cultural travelling beer is always a part of the foundation in one way or another. Local food and drink can be used to create a unique visitor experience and differentiate the destination from others, creating the so called sense of place. (Frash 2008; Olutliitto 2015.) Finland has a rich and a one of a kind beer history in the world – a Northern, relatively uncommon land to travel to with a history of prohibition and even folklore in its beer making (Turunen 2002). Not utilising the full potential of small breweries in tourism would be throwing away a lot of potential, and the same goes for restaurants not taking advantage of the tourist markets of small brewery products. Actively marketing the authentic food and drink experience would likely increase the amount of foreign tourists ordering these products that they might otherwise not know to be available, or which they do not know to ask for.

#### **7.4 Restaurant and brewery co-operation**

Due to a large number of respondents already serving small brewery products it comes as no surprise that a third of restaurants had no significant problems with

their co-operation with small breweries. Still the majority felt that there is still room for improvement.

The high price of the brewery product was the biggest problem the restaurants felt there is with small brewery products. Also the high price for the customer was seen as a concern and something that slows down the demand of the product from the consumers.

The high price is obviously something that makes the restaurants doubt the profitability of the product, but often the quality and special assets of the product are worth paying for. As it has come to show customers are more demanding of everything they buy from the product origin to the individual product characteristics, and in the increasing competition in the field quality provides competitive advantage. Generally managers have felt that providing quality is too expensive or too much trouble for its value, but the growing realisation for providing quality also offers leverage on the price and value relationship. Even if the prices are higher for certain products, the high perceived quality keeps their value to the customer also high, making them willing to pay more for a more desired product. Over time the quality advantage over the competition will result in the growth of business and sales volume, and also consequently superior profit margins with increased revenue. (Davis et al. 2008.)

Another side of the pricing issue has to be considered as well – the restaurants have the power to choose their own prices for products, and there are pricing models that will not make the consumer price unreasonably high whilst being profitable. For example a set price multiplier (multiplying the purchase price of a product with a set figure of for example three) likely makes the consumer price of more expensive products go through the roof. Instead it is possible to use for example a gross profit pricing model. In the alternative model in question the focus is on the overall gross profit of all products that it takes to cover the costs. This means that some products will have a higher gross profit than others, and for others it might have to be decreased in order for the product to be reasonably priced. Other purchase items in the restaurant that are cheaper to buy in will then make up for the perceived lower gross profit of more expensive products. (Sacks 2011; O'Dell 2014; Yritys-Suomi) This gives the restaurant a more flexible and



functional way to set prices for products from all price categories, providing the customer with competitive prices and a larger selection.

Many respondents hoped for more flexibility in delivery times and also delivery sizes. The procedure of stocktaking includes both and is an essential part of controlling the money flow of the business. The respondent restaurants are not eager to place large orders for a product that has fluctuating demand among clientele or that has only seasonal demand. While the customer interest in products is slowly changing before settling, restaurants hope for flexibility from small breweries as well in order to have less risk in extending their selection. Also delivery channels that suit smaller orders were hoped for in the results.

One restaurant already brought up one solution to the problem in order sizes – they buy small brewery products as monthly specialities, and no long-term agreements are currently made. This is a way around the uncertainty of consistent delivery and unsuitable minimum order sizes – it also provides a less risky way to find out whether or not there is demand for the certain product in question.

Another possibility that could be introduced to restaurants hesitating to take on small brewery products and making binding deals with the breweries is to utilise the purchase channel that Alko provides to consumers and businesses alike. Alko's different types of selections in terms of small brewery beers and ciders are increasing and this provides a good window of opportunity also to restaurants. (Alko 2016c.) Buying brewery products through Alko allows the restaurant to decide for themselves how big the size of the purchase is and the collection of the product can happen quite flexibly during Alko's opening hours on the restaurant's terms. This allows an easy alternative way to try out how certain drinks take off at the restaurant and if there is demand for them.

However, there is also need for long-term commitment solutions. One possibility would be to simply create more order and delivery channels that work with shipments both small and large in co-operation with multiple small breweries within a certain area. This unified solution could also ease the problems with delivery times as they could be agreed on with a more flexible delivery company instead

of multiple small breweries. Undoubtedly this would create more competition between the participating small breweries, but ultimately it would make the products more easily available to buyers and increase the overall amount of craft beer and cider at restaurants.

There are also multiple respondents who have plans to extend their selection but are “just waiting for the right product to come along”. A minority of respondents answered that they do not have enough information on potential breweries and it is likely some of these respondents belong to the waiting group. Increasing the amount of the overall marketing of small brewery products and the breweries to restaurants would likely activate these passive buyers who have not had the time or the motivation to find the right products for themselves.

## **8 Summary**

The thesis dealt with the current microbrewery boom in Finland, how the demand can be seen in Finnish restaurants and whether or not the respondents have interest or possibilities to include small brewery products in their selection. The theory included the current circumstances in Finland and how the brewery industry has developed with time, what kinds of difficulties the Finnish laws and regulations put on the business and restaurant sales, and also what means the breweries and restaurants can use to find solutions for increased co-operation. Basics of beverage management and theory on numerous consumer trends, including the popularity of local produce and the alcohol sales trends in Finland were all used to evaluate the research results and to draw conclusions.

The purpose of the research was to reveal the problems restaurants experience that prevent them from adding small brewery beverages into their selection, and how the restaurants feel about following the trend. The research was also supposed to find out what the situation is currently at restaurants in terms of demand and supply of both brewery products and local produce.

The research results accumulated a lot of valuable information in terms of the biggest concerns the restaurants have, and solutions or at least consideration were offered to most of the issues. The fact that almost all the restaurants felt

that there is strong demand for small brewery products means that if the restaurant wants to answer to customer demand, they need to have small brewery products in their selection.

It was very useful to find that many restaurants seemed to have the same issues preventing or making additions difficult to them, which only emphasises the need to tackle the three biggest problems: readjusting pricing models to for example gross profit pricing, and finding alternative or new ways for more flexible delivery sizes and times. One way to solve the problem is through experimenting with smaller patches ordered for a limited time or through Alko before taking the risk of a bigger order and agreement with an untested product. Another solution comes through creating a whole new bridge between restaurants and breweries through the establishing of a mutual delivery channel between many small breweries and restaurants that ensures working delivery times and flexible sizes, but likely also increases competition. It is clear that there needs to be more discussion and co-operation between the different parties in order to find the suitable solutions.

The research interpretation would have been more successful if cross tabulation could have been done. Now individual respondents could not be separated and dealt into groups by their answer. This way the overall business attitudes could have been studied to find relations between for example the size of selection and the location, the size of the restaurant or the type of restaurant. Now only assumptions can be made of the demographic questions of location, size and type of restaurant.

A detail that could potentially affect the locality interpretation of the results is how restaurants perceived the locality concept. Since the term is not unified even in the minds of consumers, it is probably not the same among the respondents either. However, generally locality still means that the product is produced even relatively close to the buyer compared to other available options, if not as close as possible, the results concerning locality are still viable.

Out of all the restaurants in Southern Finland there were 30 sets of responses to the questionnaire and the validity and application value of the information may be

argued. Out of the qualifying restaurants the sample is large enough to provide data that can be applied to the same style of restaurants all over Finland. It can be said that the results hold true to most restaurants that are similar to the respondents – ambitious, successful, success-driven and modern independent restaurants in Finland, that serve both food and alcohol.

Most of the restaurants were very forthcoming in their answers so even though only 30 responses were acquired from the desired 50, the quality of these answers was very high, suitable and sufficient for the purpose of answering the research question. Some basic solutions to increase sales of small local brewery products in Finnish restaurants were offered in the thesis, some more practical than others, but the information alone that was gathered and discussed may help parties with more experience in the industry to find new and undiscovered means to improve the co-operation between small breweries and restaurants. I believe the information can be used to benefit both breweries and restaurants alike which was one of the most important aims of the thesis.

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## Appendix 1 Suomalaiset pienpanimotuotteet ravintoloissa

Suomalaisten ravintoloiden suhtautuminen paikallisten pienpanimotuotteiden ostamiseen.

1. Kaupunki, jossa ravintolanne sijaitsee: \_\_\_\_\_

2. Mikä seuraavista kuvaa ravintolaanne parhaiten? Valitse yksi.

- Bistro
- Fine dining-ravintola
- Pubi
- Buffet-ravintola
- Muu, mikä? \_\_\_\_\_

3. Ravintolassanne on... Voitte valita useamman vaihtoehdon.

- Lounaslista
- Päivällislista
- À la carte-lista
- Muu, mikä? \_\_\_\_\_

4. Kuinka monta asiakaspaikkaa ravintolassanne on?

- 50 tai vähemmän
- 51-100
- 101-150
- 150 tai enemmän

### Oluet

5. Ravintolassanne myydään... (Eri olutmerkeillä tarkoitetaan esimerkiksi Karjalaa, Karhua, Karhu Tuplahumalaa, Stella Artoisia..)

- alle 5 eri olutmerkkiä
- 6-10 eri olutmerkkiä
- yli 10 eri olutmerkkiä

6. Kuinka suuri osa oluistanne on kotimaisia? (%-arvio) Antakaa arvionne prosentuaalisessa muodossa.

---

7. Kuinka suuri osa kotimaisista oluistanne on kotimaisia? (%-arvio) Antakaa arvionne prosentuaalisessa muodossa.

---

### **Siiderit**

8. Ravintolassanne myydään... (Eri siiderimerkeillä tarkoitetaan esimerkiksi Crowmooria, Crowmoor Dry:ta, Upcider Kuivaa Omenaa, Upcider Mansikkaa, Magnersia..)

- alle 5 eri siiderimerkkiä
- 6-10 eri siiderimerkkiä
- yli 10 eri siiderimerkkiä

9. Kuinka suuri osa siidereistänne on kotimaisia? (%-arvio) Antakaa arvionne prosentuaalisessa muodossa.

---

10. Kuinka suuri osa kotimaisista siidereistänne on kotimaisia? (%-arvio) Antakaa arvionne prosentuaalisessa muodossa.

---

### **Kotimaisen ja lähituotannon arvot**

11. Kuinka suuri merkitys ravintolanne ruoka-aineiden ostossa on sillä, että ruoka on kotimaista? Asteikolla 1 (todella pieni merkitys) ja 5 (todella suuri merkitys).

1 2 3 4 5

Todella pieni merkitys      Todella suuri merkitys

12. Kuinka suuri merkitys ravintolanne ruoka-aineiden ostossa on sillä, että ruoka on lähellä tuotettua? Asteikolla 1 (todella pieni merkitys) ja 5 (todella suuri merkitys).

1 2 3 4 5

Todella pieni merkitys      Todella suuri merkitys

13. Kuinka suuri merkitys ravintolanne panimotuotteiden ostossa on sillä, että juoma on kotimaista? (Asteikolla 1 (todella pieni merkitys) ja 5 (todella suuri merkitys).

1 2 3 4 5

Todella pieni merkitys      Todella suuri merkitys

14. Kuinka suuri merkitys ravintolanne panimotuotteiden ostossa on sillä, että juoma on lähellä tuotettua? (Asteikolla 1 (todella pieni merkitys) ja 5 (todella suuri merkitys).

1 2 3 4 5

Todella pieni merkitys      Todella suuri merkitys

15. Uskotteko, että asiakaskuntanne olisi kiinnostunut ostamaan kotimaisia pienpanimotuotteita ravintolassanne? (Asteikolla 1 (ei lainkaan kiinnostunut) ja 5 (todella kiinnostunut).

1 2 3 4 5

Ei lainkaan kiinnostunut      Todella kiinnostunut

16. Miksi luulette asiakaskuntanne olevan tai ei olevan kiinnostunut ostamaan lähituotettuja pienpanimotuotteita? \_\_\_\_\_

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## Pienpanimotuotteet ravintolassa

17. Onko mitään käytännön ongelmia, jotka mielestänne estävät tai hankaloittavat pienpanimotuotteiden lisäämistä valikoimaanne? Voit valita useamman vaihtoehdon.

- Ei tarpeeksi tietoa potentiaalisista panimoista
- Tuotteiden käyttöikä ei ole tarpeeksi pitkä
- Pienpanimotuotteet ovat kalliita
- Toimitusaikoihin liittyvät ongelmat
- Myyntierien koko ei ole sopiva
- Laaduntasaisuuden ongelmat
- Muuta, mitä? \_\_\_\_\_
- Ei huomattavia käytännön ongelmia

18. Ostaisitteko pienpanimotuotteita pulloissa, tölkeissä vai tynnyreissä?

Voitte valita useamman vaihtoehdon.

- Pulloissa
- Tölkeissä
- Tynnyreissä

19. Oletteko harkinneet pienpanimotuotteiden lisäämistä valikoimaanne?

Miksi tai miksi ette? \_\_\_\_\_

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**Kiitos vastauksistanne!**

## Appendix 2 Finnish small brewery products in restaurants

Finnish restaurants' attitudes towards buying local small brewery products.

1. The town your restaurant is located in: \_\_\_\_\_
  
2. Which of the following best describes your restaurant? Choose one.
  - Bistro
  - Fine dining restaurant
  - Pub
  - Buffet restaurant
  - Other, what? \_\_\_\_\_
  
3. Your restaurant serves... You may choose more than one.
  - Lunch
  - Dinner
  - À la carte
  - Other, what? \_\_\_\_\_
  
4. How many seats does your restaurant have?
  - 50 or fewer
  - 51-100
  - 101-150
  - 151 or more

### Beers

5. Your restaurant sells... (Different beer brands mean e.g. Karjala, Karhu, Karhu Tuplahumala, Stella Artois..)
  - fewer than 5 different beer brands
  - 6-10 different beer brands
  - over 10 different beer brands

6. How large a portion of your beers are domestic? (% estimation) (%-arvio)  
Give your estimation in a percentage form.

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7. How large a portion of your domestic beers come from a small brewery?  
(% estimation) Give your estimation in a percentage form.

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### **Ciders**

8. Your restaurant sells... (Different cider brands mean e.g. Crowmoor, Crowmoor Dry, Upcider Dry Apple, Upcider Strawberry, Magners..)
- fewer than 5 different cider brands
  - 6-10 different cider brands
  - over 10 different cider brands

9. How large a portion of your ciders are domestic? (% estimation) Give your estimation in a percentage form.

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10. How large a portion of your domestic ciders come from a small brewery?  
(% estimation) Give your estimation in a percentage form.

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### **Values of domestic and local production**

11. When buying food produce, how significant is it for your restaurant that the food is domestically produced? On a scale of 1 (very small significance) to 5 (very large significance).

1 2 3 4 5

Very small significance      Very large significance



12. When buying food produce, how significant is it for your restaurant that the food is locally produced? On a scale of 1 (very small significance) to 5 (very large significance).

1 2 3 4 5  
Very small significance            Very large significance

13. When buying brewery produce, how significant is it for your restaurant that the drink is domestically produced? On a scale of 1 (very small significance) to 5 (very large significance).

1 2 3 4 5  
Very small significance            Very large significance

14. When buying brewery produce, how significant is it for your restaurant that the drink is locally produced? On a scale of 1 (very small significance) to 5 (very large significance).

1 2 3 4 5  
Very small significance            Very large significance

15. Do you believe that your clientele would be interested in buying domestic small brewery products in your restaurant? (On a scale of 1 (not at all interested) to 5 (very interested)).

1 2 3 4 5  
Not at all interested            Very interested

16. Why do you think your clientele would be or would not be interested in buying locally produced small brewery products?

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## Small brewery products in the restaurant

17. Are there any practical problems that in your opinion prevent you from or make it more difficult for you to add small brewery products into your restaurant's selection? You may choose more than one.

- Not enough information on potential small breweries
- The shelf life of the produce is not long enough
- Small brewery products are expensive
- Problems with the delivery times
- The amount of the product that has to be ordered is not convenient or suitable for the business
- Problems with the product's quality consistency
- Other, what? \_\_\_\_\_
- No significant practical problems

18. In which container would you buy a small brewery product? You may choose more than one.

- Bottles
- Cans
- Kegs

19. Have you considered adding small brewery products into your restaurant's selection? Why or why not?

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**Thank you!**