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Vietnamese Fusion Restaurant Business Plan

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2017 Laurea



Laurea University of Applied Sciences

Vietnamese fusion restaurant business plan

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Restaurant Entrepreneurship Degree
Bachelor's Thesis
May, 2017

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Cor fusion restaurant business plan

Year	2017	Pages	59
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Helsinki is becoming more and more dynamic with diverse cultures and international ethnicities. Therefore, the appearance of food and cuisines is essential. Fusion food is emerging as a new popular trend amongst Finns. Vietnamese food is famous for its taste, freshness and nutrition. Vietnamese cuisines have become a part of daily food selection in many countries such as Germany, Czech Republic, Holland and the United States of America. However, it is still new to Finns since there are not many impressive Vietnamese restaurants in Finland. From that observation, the idea of opening a Vietnamese fusion restaurant in Helsinki central area was created.

The objective of this thesis is to establish an actual feasible business plan for the future restaurant of the authors along with the purpose of improving eating experiences for Helsinki residents and spreading out Vietnamese cuisine recognition in Finland. This thesis is also used as foundation material for the future business of the authors.

The restaurant is named "Cor" and will be legally operated under the registration of limited liability company, Happy Vietnam Ltd. The concept of the restaurant is recalling the past with the main decor tone, brown and nostalgia. By a sophisticated menu, high-quality food and warm and friendly service, the moderate sixty-seat restaurant is expected to enter into a tough competitive market in Helsinki in the near future.

In this thesis, interview and observation methods are used during the research processes. The interview occurred at a fusion restaurant in Helsinki to collect the ideas and experiences of running a real restaurant. More importantly, the flow theme testing at the restaurant of the authors' university was carried out to analyze the possibility of the thesis project. At the same time, observation methods were applied. The research created positive feedbacks from customers. Despite the positive results, there were also limitations and challenges in the school working environment. However, the testing event helped the authors realize invaluable lessons when operating a real restaurant.

Keywords: fusion restaurant, Vietnamese food, business plan, service blueprint

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It cannot be denied that Finland has experienced a huge change in daily eating habits compared to the past. The influence of immigration and increasingly frequent travel of Finnish people has altered significantly the culinary landscape of Helsinki and other urban cities such as Turku or Tampere. The increasing diversity can be seen clearly through the growing number of ethnic food markets and the broader selection of ingredients in supermarkets. There are many ethnic restaurants around Helsinki. Among them, Chinese restaurants are leading in number while Mexican and Russian restaurants take the second place. Somali and Vietnamese kitchens when compared to the size of each culture group are still a minority number according to statistics. (Raento & Husso 2001, 26-29.)

In the past two years Vietnamese cuisines are getting more dynamic in the “Uusimaa” area with various concepts and cooking methods. Vietnamese restaurants are opened more despite of the limitation in capacity and investment. Therefore, it is a great opportunity to build up a notable Vietnamese restaurant in the capital district. Besides, the menus and tastes of ethnic food have been adjusted strongly to meet the Finnish mainstream appetite. Fusion food is emerging as a new trend that is predicted to be most potential food trend in the next few years. From that, the idea of opening a Vietnamese fusion restaurant in Helsinki center is formed with an ambition of educating Finns Vietnamese food reputation.

The thesis project is implemented with the key goal of creating an actual business plan for the authors’ future restaurant. The thesis not only helps the authors test the feasibility of the upcoming restaurant, but also works as a solid foundation as well as learning material about business for the authors. Besides, the purpose of opening Vietnamese fusion restaurant is improving native’s dining experience and contributing a new color in the overall culinary landscape of Finland.

This functional thesis includes two main parts: theoretical part and practical implementation. In this thesis, two big topics of theory are presented: food culture and business plan theory. They are studied and analyzed based on reading and observation with the support of different materials: physical books or Internet sources. Practical implementation includes qualitative methodology, restaurant owner interview, testing restaurant and actual business plan. The research methods are approached during the thesis with semi-structure interview and observation. The interview case is Hoku - a Hawaiian-Japanese fusion restaurant in the heart of Helsinki. The practical implementation depicts the testing theme week at the authors’ university. A simulated restaurant was operated with the similar concept and idea to evaluate the feasibility of the thesis. A service blueprint with concrete steps describes the working process. In the end, an actual business plan for the future restaurant is created based on data and experiences gained through previous processes. It is also the thesis’s outcome. However, it has to be stated that there are differences between research material and actual business so that this business plan is somehow just a demonstration.

2 Vietnamese food culture

In this section, the Vietnamese food culture is introduced, include two main elements of Vietnamese cuisine, their importance and main roles in a typical Vietnamese meal. Additionally, readers will be familiarized with the authentic Vietnamese cooking habits as well as the creation of exotic, fresh and unique Vietnamese food flavors. In the end of this chapter, the authors discuss about the position of Vietnamese food around the world as well as the huge potential for Vietnamese restaurants in Finland nowadays.

2.1 Basic elements: rice and fish sauce

Whoever comes to Vietnam will definitely be surprised of the unique, tastiness and creativeness of Vietnamese cuisine. Vietnamese food culture is not only created in a short-term period but it contains a long history behind. The most common answer every Vietnamese cook will give if he/she is asked where his/her amazing cuisine originated from is “from our ancestors”. The evolution of Vietnamese culinary can be traced back through several centuries. It is like a cross-cultural mixing bowl of myths, legends and indigenous people. All of that created a greatly captivating and colourful cuisine. (Vietnamonline 2017.)

Tourists are usually amazed at the omni-presence of rice and rice-related dishes when they come to Vietnam. Vietnam is known as the second-largest rice exporter in the world. Rice is grown all over the country and for that, it is the main food in every meal. Besides, rice is an essential object for worshipping in many Vietnamese temples. It is said to originate from the Mother God Worshipping, the most long-standing belief in Vietnam. Vietnamese believe that rice is the symbol of happiness. The more rice one has, the happier the family will be. (Vietnamonline 2017.)

Beside the basic rice, there are also many popular rice-related dishes such as rice noodles (pho, bun bo, hu tieu), famous banh chung (square sticky rice cake), rice porridge, rice paper, puffed rice snacks and uncountable made-from-rice dishes from every region of Vietnam. Go hand by hand with rice, nuoc mam - salty, funky, fermented fish sauce contributes an important culture feature in Vietnamese food. In Vietnamese diet, most salt intake is delivered in the form of fish sauce. Fish sauce is used widely in Vietnamese cuisine, from marinating to season the food such as soup broths, salad dressings, spring roll dips, etc. There is a special version of fish sauce which is often used in Vietnamese cuisine called “nuoc cham”. The picture below (figure 1) is a lively demonstration of it. Nuoc cham is made from diluted fish sauce with a splash of lime juice, sugar, chilies and garlic. “We like our fish sauce like you like your cheese—pungent,” said a Vietnamese tour guides. Nowadays, Vietnamese has a hundred kind of sauce, applied for different dishes, different regions and different seasons of the year. (Seriousseats 2017.)



Figure 1: Nuoc cham (Vietnamonline 2017.)

2.2 Authentic cooking and essential flavors

In the book “Recipes from a Vietnamese kitchen”, Ghillie Basan (2015) describes creatively Vietnamese authentic cooking like this: “The traditional Vietnamese kitchen is very basic. Often dark and sparsely kitted out, with an open hearth and few utensils, the focal point is the shrine for the kitchen god and other spiritual deities linked to this important room”.

The one thing that tells Vietnamese food culture apart from others is the ingredients are bought daily from the markets, taken home and cooked immediately so that they are all fresh and full of nutrition. In many Vietnamese family, two visits to the market per day are required: once in the morning and once in the afternoon. The traditional cooking methods are usually simple, with grilling over charcoal, simmering, steaming and deep-frying. (Basan 2015, 14.)

Figure 2 below describes a typical family meal in Vietnam. The meal includes a large bowl of rice and three to four other dishes. The requirement of a basic meal is to provide a balance of starch, protein and vegetables. Also, colour, taste and texture are really important. Therefore, beside the rice, there must have a meat or fish dish, a bowl of cleansing broth called “canh” and a vegetable dish or salad. There will be a number of individual dipping bowls containing sweet or spicy condiments depending on the complex of the meal. Additionally, there can also be plates of chilies or pickle vegetables to crunch and chew on between mouthfuls. (Basan 2015, 12.)



Figure 2: Typical Vietnamese meal (Vietnamonline 2017.)

Along with rice and nuoc mam, herbs, spices and condiments play a big role in Vietnamese culinary. In Vietnamese cuisine, it is rarely to find a dish without spices or herbs. Piling them on top of cooked dishes became a habit of every cook. The using of herbs and spices is surprisingly various, they include mint, coriander, dill, oregano, lemon grass, ginger, turmeric, garlic, the liquorice-flavoured star anise, clove, fresh and dried chilies, cinnamon, pepper and the Chinese five-spice powder. (Basan 2015, 15.)

2.3 Vietnamese food around the world and in Finland

Thanks to Vietnamese immigrants around the world, Vietnamese cuisine is step by step building a position in the global culinary. In large countries like United States of America, Australia or Germany, restaurant business is significantly developed, especially Asian restaurant in general and Vietnamese restaurant in particular. Because of the big amount of Vietnamese population in those countries, the demand for Vietnamese food is also high. Thus, there are more and more Vietnamese markets and restaurants are opened to meet the needs. (Vietnamonline 2017.)

In Finland, Vietnamese food is still a new trend and most of Vietnamese restaurants are start-up companies. Vietnamese restaurants in Finland commonly gather in the centre of Helsinki. The food they offer is usually authentic Vietnamese dish like Pho (beef noodles soup), bun bo (Hue style noodles soup), com tam (broken rice with marinated grilled pork and fish sauce), goi cuon (summer rolls), etc. According to Vietnamese community in Finland, however, it is still difficult to find an impressive Vietnamese restaurant in Finland, especially in Helsinki. Those existed restaurants also have similar style of cuisine as well as customer services.

Therefore, the market is still in a thirst of an innovative Vietnamese restaurant and this is the reason why the authors want to take this huge opportunity to develop their careers. (Finland forum 2017.)

2.4 Asian fusion restaurant trend

In spite of the term “fusion cuisine” being comparatively new, the concept has existed many centuries. Fusion cooking is modifying the available recipes such as the spices or main ingredients and sometimes changing the cooking methods to create a new innovative dish. Fusion cuisine is a combination between two or more cooking styles from different cultures. Therefore, the final product is usually unique, exotic and brings a special flavour. The combination between Chinese noodle and Italy’s exposure is the result of the classic early fusion called “spaghetti”. (Evangelista 2013.)

There are three types of fusion cooking: sub-regional fusion, regional fusion, continental fusion. Sub-regional fusion is the combination between sub-regions cuisine like provinces, towns in a country to create a new dish. Regional fusion is the cuisine combination among many countries in the same continent. Meanwhile, continental fusion, which is also known as Asian-Western fusion is the most common type. It combines European and Asian cooking styles such as French-Vietnamese or French-Chinese. There is also the fusion type that combine two or more different Asian cuisines like Japanese-Vietnamese. A good fusion chef is the one who knows how to mix the best ingredients and cooking techniques from different cultures to create a harmony combination, a seamless and exotic dish. (Evangelista 2013.)

The picture below is a combination between Asian and Western food. The pork steak is semi cooked in Western style with salt and pepper while the teriyaki sauce on top comes from Japan and the vegetables is the mixture of different cultures.



Figure 3: An Asian- Western fusion dish (Seriousseats 2017.)

Nowadays, Asian fusion food is quickly becoming a hot trend in Restaurant Industry around the world. Fusion today is more and more popular and generating modern and fascinating ways of creating and thinking about food. As an advantage, fusion cuisine in this century has a younger and open-minded audience generation who has more knowledge and curiosity about different foods and cultures. They are also more willing to try the following fusion creation. Not only in restaurant, food trucks are also catching the fusion trend, trying new things and daring the concepts, for instance, Korean tacos and Southern sushi. (Helmstetler 2014.)

3 Business plan

In this section of thesis, theories of general business plan and business plan for catering field, especially for restaurant are discussed. In the first part, business plan theory covers the basic definition and reveals the importance of a business plan in entrepreneurship. The second theory investigates essential topics that are comprised in a business plan for catering field, specifically in restaurant business. These topics are studied in the assistance of literatures and electronic resources. The contents of this chapter are practically used to establish the actual business plan for the future restaurant of the authors. Consequently, this chapter provides readers the theoretical framework in order to understand the actual business plan.

3.1 Business plan for success

By definition, a business plan is a written document blueprinting business ideas of entrepreneurs. In other words, business plan shows the nature and context of business ideas and the detailed plans used to achieve the targets. It could be visualized as a bridge between ideas and reality (Pinson 2016, 3.)

The creation of business plan, according to Pinson (2008, 2), is for producing a guideline for entrepreneurs and seeking the venture capitalist. As a fact, the act of planning force entrepreneurs to think critically about all various factors of their business idea to succeed. Thus, it is used as guideline through the lifetime of business. Additionally, a well-done business plan can convince investors to fund for business ideas, which is one of the most difficult issues at the beginning of a start-up entrepreneur.

Scarborough (2012, 36) states that writing a business plan is also a learning process. The entrepreneurs could understand deeper their business opportunities before running a real company through the process of creating a business plan. As the role of owners, business plan allows them to address the challenges that they have to face and analyse the advantages of their competitiveness in the market.

It takes a lot of time and effort to create a business plan. Normally, it is estimated that a business plan costs around 200 hours to complete the first draft, which is believed as effectively spend time. Nonetheless, completing a business plan does not mean entrepreneur will be successful; rather, the value of a business plan lies in the process of doing research and finding out the answers for all essential questions on the purpose of evaluate and reshape the business opportunities. Consequently, it could avoid losing money and time uselessly and the ratio of success is possibly higher. (Timmons 2011, 39 - 40.)

Tim Berry claims that: “A good business plan is never done. If your business plan is finished, then your company is finished” (Berry 2008,17). Indeed, business plan is a living, non-ending document. It should be kept update continuously because even when business was launched, not all firms gain the success in long term. Business plan supports entrepreneurs as a navigator to overcome the tough pre-launch stage and develop the firm into a sustainable one. Besides, financial health situation of the company have to be reported to investors frequently. The numbers inside the business plan should be updated in order to easily track everything ongoing. (Timmons 2011,5.)

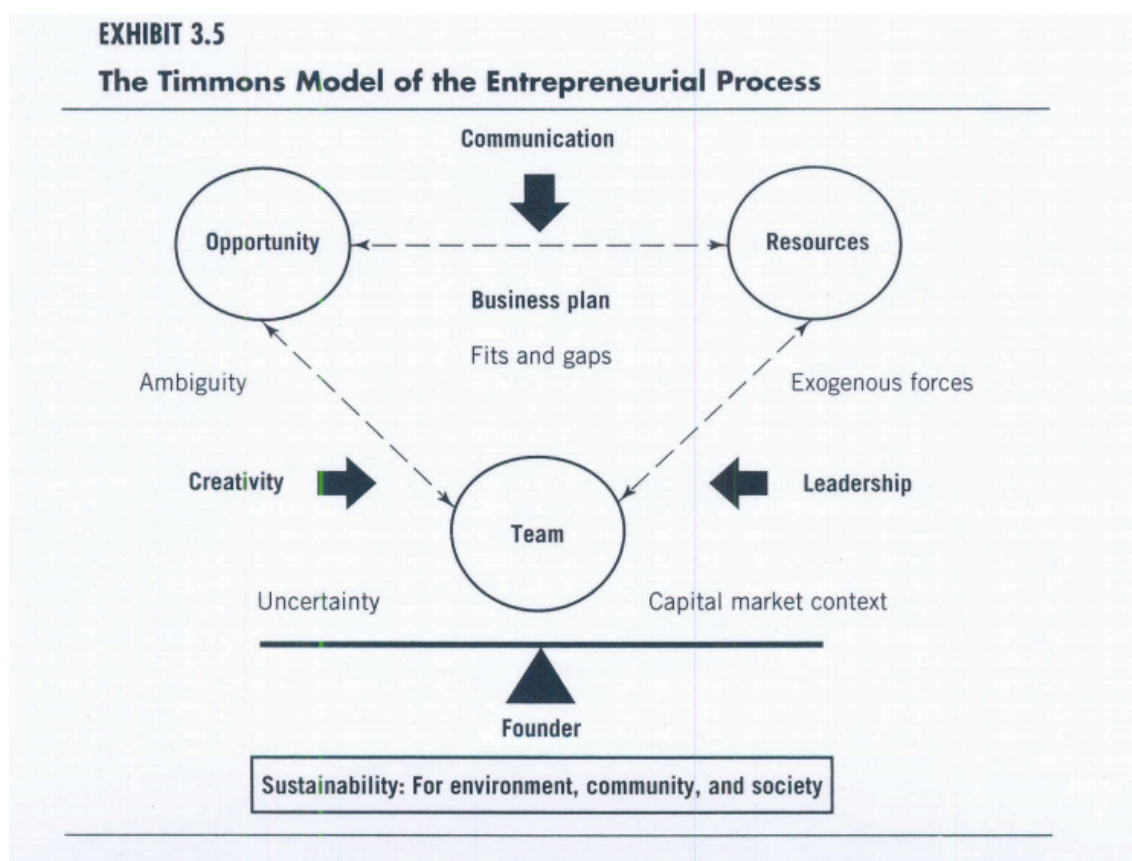


Figure 4: Timmons model of the entrepreneur process (Timmons 2011,18.)

There are some criteria to judge a business plan, Blackwell (2008,4) points out that a good business plan must be clear, brief, logical, truthful, back up words with figures wherever possible. Timmons (2011, 44) interestingly compares writing a business plan as telling story. The

story will be more persuaded if entrepreneurs tell the story with more specific information and numbers.

A business plan basically comprises cover pages, tables of content, executive summary, general company description, products and services, marketing plan, operational plan, management and organization, personal financial statement, Start-up expenses and capitalization, financial plan, and appendices. Among these sections, executive summary is the most important and also the hardest one to write (Sellars 2009, 6). This part contains all core information so that it captures the attention of all readers initially. (Timmons 2011,49.)

However, executive summary should be the last part to be completed. This section is supposed to highlight the most potential points of business ideas in order to catch the impression of investors. The layout should be clear and mentions common subsections, in namely description of opportunity, business concept, industry overview, target market, competitive advantage, business model and compelling economics, team and offering. In short, this section covers key points of business opportunities in a five-minute pitching. It is recommended to write an executive summary in two pages that is most preferable. (Timmons 2011,49.)

Types of business plan Distinctions	Seeking investors business plan	Operation business plan	Dehydrated business plan
Length	Typically from 25 to 40 pages	Exceed 80 pages	No more 10 pages
Level of detail	Average	Great	Basic
Targeted readers	Stakeholders (new suppliers, customers) Investors (Venture capitalists)	Entrepreneurs themselves	Confidantes Friends Veterans
Main purpose	Raising capital	Understanding deeply the their nature of business	Providing the initial concept and general vision of the business and receive feedbacks before investing.

Table 1: Different types of business plan

The table 1 above is summarized by the authors to show briefly all kinds of business plan and their characteristics. There are three major kinds of business plans, which are classified based on the purposes of business plans. Entrepreneurs can choose the forms and types of business plan that fits their purposes. Normally business plans are written to seek the investors, for writers who want to understand the nature of business idea or getting feedbacks from other people. The length and detailed level will change depending on the purpose of business plan and targeted readers.

3.2 Business plan for restaurant business

As any other business plans, business plan for restaurant or catering field has the same framework, in namely executive summary, company description, product/ service, operational management, marketing strategies, human resource, financial plan and future development. Nonetheless, there are some differently specific details that entrepreneurs need to notice when writing a business plan for foodservice industry. To begin with, concept of the restaurant is one of most important elements to mention in the business plan. Depicting a detail concept with compelling food and drink menus included price ranges and type of cuisines (French, Italian, or Asian), decoration ideas, level of services plays a key role in building impression from investors or readers. Likewise, it is needful to point out the reason why that concept would be outstanding in the market or the unique selling proposition. Menu is the soul of a restaurant that connecting customers with the restaurant. Thereby, a creative and attractive food lists will be a persuasive argument to investors in financing the restaurant. (Roger 2007, 184.)

Location is believed to be the key requirement for the success of any restaurants or retail business. A good location is not only the center but it is perfect when it matches the concept. In the opinion of Roger (2007,27), location or concept has to come first. Market and demographic research will support restaurateur to find out the right concept or location, afterwards the other could follow. On the other hand, the needed space of the restaurant has to be considered appropriately to fit the site because of kitchen and serving areas as well as storage. (Roger 2007, 27.)

In the business plan, the restaurateur should discuss the physical characteristics of the location. For instance, location is inside a busy shopping mall or in easy traffic flow, or in the corner between many office buildings etc. Each location will have its own advantages and disadvantages. The prime location is always a plus point in winning customer's attention however the renting price and other requirement of renting is usually difficult. The advantages of location should show in the business plan if it has gorgeous view or in a historic district. Also, with the location has some disadvantages or obstacles, it is highly recommended to describe how they are and discuss the solutions or plans to overcome it. (Roger 2007, 28, 184.)

Market analysis is the section of convincing readers by the data and knowledge that restaurateur has about local economy and showing potentials that the restaurant is likely to be fruitful in this business climate. The understanding of market is truly crucial since each type of restaurant has its own target customer group. That results in the marketing strategies and sale strategies. There are big links between market segment and concept as well as management tactics. The deeper entrepreneur understands the market, the more successful his business will be. (Roger 2007, 185.)

Additionally, through the market analysis, restaurateur could identify the main competitors and their concepts. Roger said that there should be at least five names of primary competitors in the competitive list and point out the differentiation between your own restaurant and the others. Their strengths and weaknesses should be analyzed and tell how the restaurant will stand out the market. The valuation that restaurant will give to customer and the plan how to share the market. (Roger 2007, 186.)

Taking Finnish market analysis to illustrate this point of view. Finland is becoming an attractive and open market for the emerging of Asian fusion restaurants. There are many famous successful restaurants, for example, Farang, Gaijin, Yume, Hoku, Pastor, Kabuki. Each restaurant has own advantages and disadvantages. Farang and Gaijin were opened by master chefs of Finland - Tomi Björck and Matti Wikberg and had top ten ranking in fusion restaurants in Helsinki for a long time. They emphasized on Southeast Asian cuisines specially Thai and Japanese. Yume also has a prime location in the heart of Helsinki and their main customers are from hotel Kämp next to it. Hoku is a Hawaiian restaurant serving delicious Japanese-Hawaiian fusion cuisines; their strength is the quality of food; yet they have a very simple menu as well as operation style. Pastor has a sneak of Japanese touch in the menu and Kabuki has Japanese barbeque dishes however their price is truly high.

Last but not least, financial plan is mandatory part covering the concrete numbers with financial activities of company in the past, present and future. Timmons (2011,137) claimed that numbers in financial statements are the reflections of the actions entrepreneurs take in their business. The growth of revenues shows the upside of opportunity; the expenses provide a realistic amount of money to create a product/service; cash flow statements indicate the potential problems or crucial risks and break-even analyze tells the essential resources to run the system. (Timmons 2011, 37.) A well-executed business plan should mention pro forma in financial part. Pro forma in accounting basically is financial statements performing the profitability of a business. It is believed that a business plan cannot miss three proforma statements which are cash flow statement, three-year income projections and break-even analysis. (Pinson 2008, 78-83.)

As a matter of fact, future is never precisely predicted, yet it is needed to anticipate what can happen. Financial projections help restaurateurs gauge the attractiveness of their restaurant. The estimated capital, profit/loss potential, break-even analysis, monthly income, three-year revenues, daily operation, milestones etc. are all revealed when restaurateur make the financial plan in the business plan. It forces them to be honest themselves and re-think about the opportunity as well as find out the solution for potential risks. For example, the startup capital in real life is always higher than estimated and labor costs are always one of the highest expenses for running a restaurant. (Timmons 2011, 139-155.)

4 Practical implementation

In this chapter, qualitative methods are presented in the form of interview and observation. The reason of using those research methods is to collect accurate data as well as to catch the market trend in Hospitality Industry. The research's result means for supporting the market forecast of the authors and affirming the positivity of the practical business plan. The research was done by both authors in the beginning of March 2017. The authors interviewed a well-known fusion restaurant in center of Helsinki. Additionally, observation was applied in the whole research process. Beside qualitative research method, the authors has created a simulating restaurant model based on the fusion restaurant concept. This practical implementation process is described in details in the end of the chapter by a service blueprint and demonstrating pictures.

4.1 Qualitative research

Qualitative research is a research method which the results collected related to one's experiences, life history, feelings or everyday behaviors (Silverman 2005, 6). Qualitative research is an interactive process because the participants actively share their own stories, their real experiences, feelings and happenings. Besides, researchers usually put themselves in the whole experiences with the participants.

Qualitative research can be broken down into two types: basic research and applied research. Each type serves different purposes so that the researcher needs to define clearly the objectives of the investigation. Basic research aims for expanding knowledge about particular subjects. Basic research also helps the researcher understand more about the issue he is studying. (Merriam 2015, 4.)

Different from basic research, applied research is used to improve the way somebody or organization do something. Applied research concentrates more on the quality of practical issues. In applied research, there are evaluation study and action research. Evaluation study includes analysis, data collecting and evidence collecting. The goal of evaluation study is valuing a program or a particular technique and the main purpose is to make the final decision for an issue. Meanwhile, action research objective is adjusting a specific problem in a specific setting like classroom, workplace, etc. Moreover, action research requires involving participants in the process. The intention of action research is to figure out a practical solution for a problem and make a real transform in organization or business. (Merriam 2015, 4.)

Data is many information pieces in the environment. Data can be in two forms: measurable and invisible. Research data is specific data about a particular subject/topic that the researcher keen on. Research data cannot be found by everybody because sometimes it is just

normal happening in life, very usual and unnoticeable. Therefore, to seek for research data, the researcher needs to have good notice and observation skills. (Merriam 2015, 85.)

Qualitative method uses data expressed in words while quantitative method uses data performed by numbers. Interview and observation are two ways to collect qualitative data in research. Interview is made from direct quotations from people through their stories, experiences, feelings and knowledge. Observation is description about participants' activities, behaviors and actions. (Patton 2002, 4.)

Data collecting is a process of gathering information and arrange them systematically to serve a purpose and after that evaluate one or more outcomes. Data can be collected from many sources like interviews, observations and documents. This process is about asking people about their perspectives or feelings towards specific issues, watching them doing or performing something and reviewing existing knowledge from other previous people. This whole process occurs in daily life like a normal happening and action, which is really hard to notice. Therefore, researcher needs to carefully catch the information and treats them as research data. In those three sources, interview is the most popular method to collect research data. (Patton 2002, 35-40.)

4.2 Restaurant owner interview

Interview method is asking someone about his or her own experiences or ideas about a particular topic or encourage them to tell about their lives' stories (Silverman 2005, 6). In the other word, an interview is a structured conversation for a purpose. An interview required interaction between two definite people: an interviewer and an interviewee. (Brinkmann & Kvale 2015, 4.) There are a few types of interview depend on the purpose of outcome the interviewer need to collect. Journalistic interviews are means of recording and reporting important events happening. Therapeutic interviews are popularly used by doctors or therapists with the purpose of improving somebody's life. Research interviews aim for producing knowledge. (Brinkmann & Kvale 2015, 4.)

There are always strengths and weaknesses in every research method as also in interview method. The table 2 below presents the strengths and weaknesses of this data collecting method. Depending on the objectives of the research, the researcher chooses the suitable data collecting way to apply.

Advantages	Disadvantages
<ul style="list-style-type: none"> * Simple, easy to be done * Require less effort on planning and scheduling than quantitative method * Open more opportunities for interviewer to discuss about the topic more detail 	<ul style="list-style-type: none"> * The style and structure of the questions might affect the answer of interviewee. * Time-consuming if the interview is made in a big group

Table 2: Advantages and disadvantages of interview method (Silverman 2005, 10-20.)

Research interview is a professional conversation about daily life or daily behavior of a focus group or individual. In research interview, the interviewer usually take control of the situation so that it is not an equal conversation between two partners. To have a good research interview, the interviewer needs to be trained intensively and is required to have good conversational skills. They also need to master the art of posing questions when following up the previous interviewee's answer. (Brinkmann & Kvale 2015, 6.)

Interview is categorized as two main types: by structure and by focus group. In this thesis, the interview was created in semi-structured form and individual interview style. Semi-structured interview is also known as focused interview. Unlike highly structured interview, semi-structured interview is more flexible in structure and interaction. With flexible questions, the interviewer can lead the interview to the right direct and collect the necessary data for the purpose of research. (Merriam 2015, 89-90.)

Based on the similarity of the restaurant concept and idea, Hoku restaurant is chosen to be the case interview for this thesis. The restaurant is located in 4th floor of Kamppi Shopping Centre, Helsinki. The interview was held on 26th February 2017 from 1:15pm to 2:15pm with one of the restaurant owners at Hoku restaurant. The purpose of this interview is to understand deeply the history and development process of Hoku restaurant as well as acquire precious experiences about entrepreneurship and management from the restaurant owner. The interview was built in semi-structured type with not only basic questions about the restaurant's background and history but also advanced questions about the operations, entrepreneurship and restaurant industry's potential.

The authors had pleasure and quality time with a wise, friendly and interesting owner of Hoku. He was born in Hawaii, United States with the root of Japan. He moved to Finland in 2009 with his Finnish wife and after a few years, they started their own restaurant business. Therefore, the first Hoku was opened in 2012 in Punavuori, Helsinki. Despite of many difficulties and challenges in the beginning and through the opening period, the restaurant has built great reputation and large customers network nowadays.

Hoku is a modern successful fusion restaurant in the heart of Helsinki, Finland. The specialty of Hoku cuisine is that it is a mixture of different cultures and countries. It is a mix and match puzzle in flavors and a combination of tastes around the world. Fusion may be a food trend today but in Hoku it is a lifestyle, it is rooted many years ago from Hawaii - the hometown of the owner.

According to the owner, Hoku has various types of customers because they do not focus or try to create a typical type of customers. As an observation, however, Hoku's customers are mostly affluent and educated people. They can be businessmen, journalists or they can be travelers, celebrities, etc. Beside wealthy customers, younger customers who are considered as potential and future customers also visit the restaurant frequently. Especially, because Hoku has built very good reputation and connection in Punavuori neighborhood, where the first Hoku was, every month the restaurant welcomes a certain amount of loyal customers come to enjoy their dinners.

Hoku's menu was created by the owner and he is also the head chef in the kitchen. There are various choices for food and drinks, from beef, pork, chicken to vegetarian food like tofu. The most popular dish in Hoku is salmon teriyaki. As stated by the owner, the fish is ordered fresh every morning and cooked perfectly. "We made it such a good art", said the chef. The dish is simple but it is the pride of the restaurant.

4.3 Interview results

The best advice was received from Hoku's owner is "do what you can do the best". It means if want to open a Vietnamese restaurant, choose what we can cook the best. Hoku's owner is a fan of Pho - Vietnamese traditional dish. He loves the authentic taste and the authentic way a Vietnamese enjoy the dish with all the fresh herbs and mung beans on the table. He was trying to look for the same experience in Helsinki but there are no restaurants with this concept yet. From that, the potential of opening a Vietnamese restaurant is still high and wide.

Second, he mentioned about the importance of consistency in the food of a restaurant. As he said, once you can make this food good, one year later it has to taste the same. It is very important to bring the customer back to the restaurant. Customers are smart and they can sense the difference in the dish.

He also shared that there are several crucial factors making a restaurant business successful: location, consistency, employee, supplier, finance and luck. In his opinion, location plays a key role of a restaurant. The location has to be good which means it is easy for customer to approach with public transportations. The neighborhood should be nice, friendly and suitable for the target customer group. The consistency mentioned here is not only about the food but also the whole restaurant. Together with consistently good food, the restaurant needs to

maintain the stability in operation as well as regulations. These processes might take a lot of energy and money but it is the way to bring the business to succeed. Good employees are legs and hands of the restaurant. They are the face of restaurant and they are people who directly work with customers so that employees deserve to be appreciated. Furthermore, having reliable suppliers is a big plus of the restaurant. Maintaining good relationships with suppliers might help the restaurant a lot in the future. Talking about financial, Hoku's owner believes that we have to be honest about the budget and financial situation. Excel might make the result look positive but it is unreal. Be honest and do what we can afford is the key! Last but not least is luck. To the Hoku's owner, luck is so important to him and he is grateful to have luck in his career. Luck is not something you can learn but something you can gain through life and in some moments, it is the determining factor to succeed.

Being an entrepreneur is not easy but being a good and successful entrepreneur is even more challenging. On the word of the restaurant owner, the advantage of entrepreneurship is that you get to be your own boss. An entrepreneur has his own freedom and responsibility. When the restaurant succeeds, he gets the credit but it also means he takes all the blames and risks if something goes wrong. An entrepreneur, as the owner said, has to be very disciplined to himself to keep the company go forward. A good entrepreneur is not only responsible in doing business, but also responsible for all the employees who work under him. All of this job might seem hard and much but in the end, it pays back well for a good entrepreneur.

Within one hour interview with the owner of Hoku restaurant, our knowledge about restaurant business is expanded remarkably. Along with the process of opening a restaurant, we learnt more about entrepreneurship and six essential factors to success. Hoku's owner believes Helsinki is still a very young city so that the opportunities for new restaurant and new concept is high and potential. With the blessing of him, we strongly believe that our dream will come true in a near future.

4.4 Practical implementation of the test restaurant

During the research process, the new idea of conducting a testing week at the authors' university was established. The purpose of this event is to evaluate the feasibility of the thesis and upcoming restaurant in the future. In this part, the detailed process of operating a simulating restaurant in authors' university is presented through a service blueprint with illustration of images and texts. The testing event also allowed the authors to have an overall look in the whole service design process and created a great opportunity to examine the food trend potential. At the same time, observation was applied the second time during the event to collect the best outcomes for the thesis.

4.4.1 Service blueprint

Blueprint is one of the most useful tools in service design that allows the entrepreneur to have an overview to see the service improvement. A service blueprint is considered as a visual document in details which describes the service delivery process across the touch points. It includes the front stage and backstage of the service delivery. There are similarities between service blueprint and customer journey. Nevertheless, while customer journey focus more on customer experience and feeling, service blueprint concentrates more on the process of the service. That is the reason why it is also known as “process-centric”. (Kalakota & Robinson. 2003, 25-30.)

According to the purpose of the practical implementation of this thesis, a service blueprint map were designed to describe the whole working process and identify the breakdowns as well as opportunities for service improvement in the future. Additionally, it not only analyzes the service metrics but also identify a vision for how the touch point could become higher.

The testing week were divided into three main stages: preparation, operating and analyzing feedbacks. The first stage included planning the menu, designing posters and flyers, gaining permission, ordering ingredients and decorating the restaurant. The testing menu was inspired by fusion food trend which is also the main food theme applied to the future restaurant. The recipes was collected and developed by authors through the working experiences in restaurant industry and personal cooking life. The menu (figure 5) was designed for A-la-carte dining type so that it contained an appetizer, a main course and a dessert. The ingredients were a combination between Vietnamese basic elements (rice, soy sauce, sesame seed...) and Western components (peanut butter, cream, milk...) so that the whole menu provided a fusion experiences for customers.

For starter, it is summer roll with peanut butter sauce. Originally, Vietnamese summer roll includes boiled pork, shrimp, rice noodle, mungbean sprouts, many kinds of different herbs, chives and is served with fish sauce which is mixed with lime juice, minced garlic and chili. To make it fit foreigner tastes, author decided to change the ingredients inside summer rolls by replacing mungbean sprouts by carrot and cucumber. Also, the sauce is changed into peanut butter with soya sauce and lime juice since the fish sauce has strong flavor and smell. For main course, salmon teriyaki is inspired from Hoku restaurant where authors had made interviewed. Salmon is nutritious favorite food of Finns so that the combination between Finnish ingredients and Asian seasoning would create an interesting menu to appeal customers. Only dessert which is flan caramel cake is kept the traditional recipe.

To have trial cooking at home, authors had discussed together recipes, dishes and ingredients before doing shopping. After that, cooking is implemented to test the taste, estimate the right amount of ingredients and fix the final recipes. From the trial at home, ingredient list

with detailed quantity, place to order and prices are made, which is ready to contact Bar Laurea for the flow theme testing.



Figure 5: Menu for the testing week

The poster and flyer were outsourced and designed by a friend of the authors. The idea is that they present the food served in the testing week with the freshness, attractive color as well as exotic look. The poster and flyer are positioned in appendix part 5 and 6. Arranging the testing week required a permission so that the authors had to contacted the restaurant's supervisor at Laurea University of Applied Sciences to discuss. The testing week occurred from 13th to 17th of March 2017. The opening hours were from 11am to 1pm in five days. The restaurant were decorated (figure 6) in nostalgia color scheme (wooden brown, yellow and white) with some Vietnamese features such as traditional Vietnamese dress (áo dài) and hat

(nón lá), wooden boxes and photos of ancient Vietnam. The authors wanted to create warm and cozy feelings plus cultural experiences to customers.



Figure 6: Flow theme design

Next, the operation process of the testing week will be explained in the blueprint below (figure 7). There are eight big steps from the beginning to the end of the service based on customer actions. They are awareness, visit, order, enjoy starter, main course, dessert, give feedback and make payment. At the same time, the activities happening in the front stage and in the kitchen are described step by step. Besides, the logistics processes are also mentioned at the bottom of the blueprint map.

During the testing week, the feedback was carried out based on four sections: food, idea, service and whole experience. In the food section, the opinions of customers about the Vietnamese fusion food served in the testing week were collected. Some standards are chosen to evaluate the feasibility of the food such as the size of portion, the food presentation, the freshness and tastiness of the food, etc. In the idea section, the authors wanted to know what customers think about the fusion food idea and the new restaurant concept in the future. Besides, the services were evaluated through the serving style, the timing, the atmosphere and the last section was to evaluate the whole experience of customers in the day.

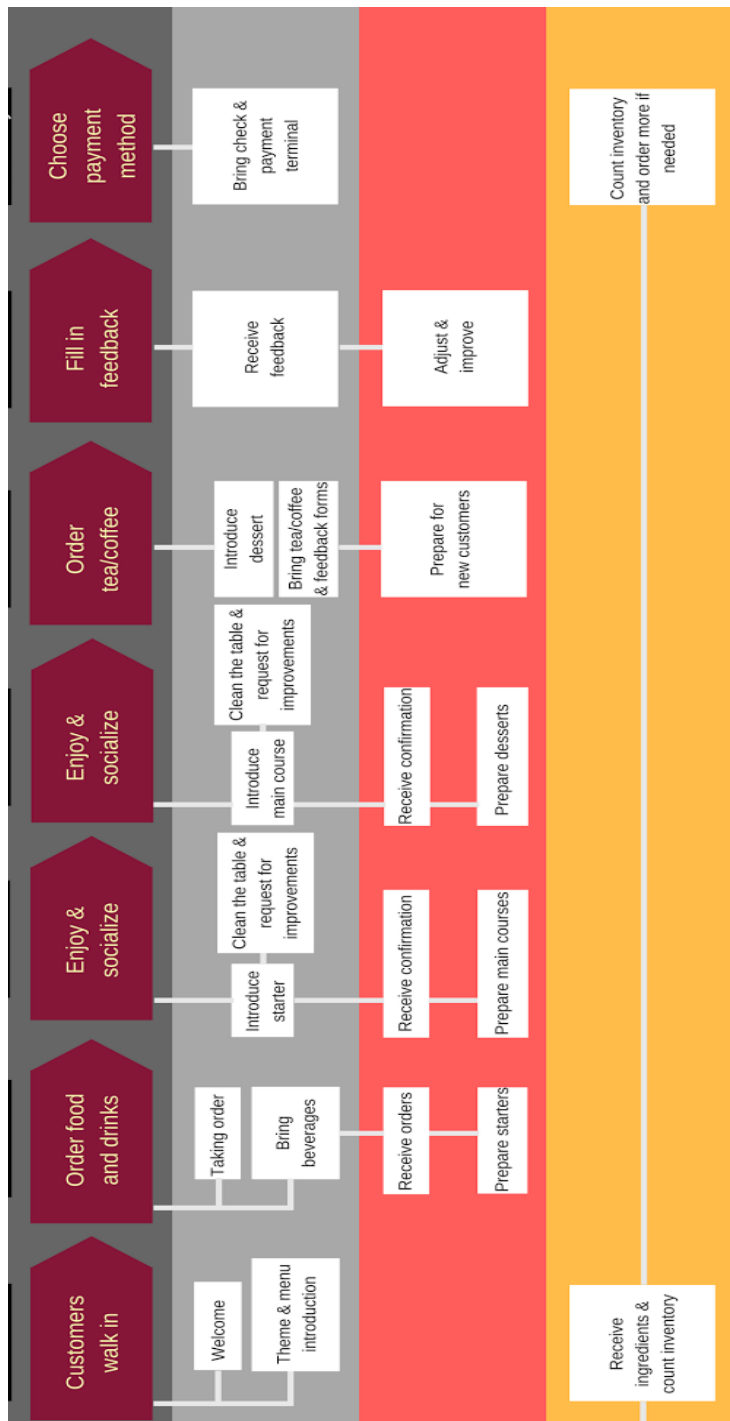


Figure 7: Blueprint of testing week

The service blueprint is a tool to illustrate the interactions happened at the same time from customer actions to front of stage interactions, back of stage interactions and logistics process. Front of stage interactions describes things happened in the front hall of the restaurant. It includes all the actions waiters and waitresses reacting to customers and the situations. While back of stage is the behind kitchen where the authors performed and prepared the food. Logistics process usually happened before or after the working day. The main tasks of logistics process were creating ingredient lists, making order with suppliers, receive ingredients and counting inventory. Because the authors took care of the backstage (kitchen) so that the human resource used in frontstage (front restaurant) and logistics were outsourced from the university's students.

The chain began with the awareness of customers about the presence of posters and flyers around the university area. When customers noticed the marketing tool, they started to make actions such as booking the reservation, telling friends/co-workers or going directly to the restaurant. Meanwhile, the restaurant staffs (frontstage) received, confirmed the reservations and informed to the backstage interaction (kitchen). With a certain number of reservations, the kitchen started to prepare the ingredients and special diets for customers.

Next, customers were warmly welcomed into the restaurant by a friendly waiter/waitress. The waiter/waitress made a briefly introduction about the purpose of this testing week along with the culture of Vietnam based on the decorations in the hallway. After that, the menu was presented and the orders were noted. Whereas one of the waiter/waitress went to the kitchen to inform the orders, another one politely served beverages to the customers and the kitchen started to prepare the appetizers. When the appetizers were ready, they were delivered to customers and introduced shortly. This process repeated for the main course and dessert. After customers finished one dish, they were mannerly asked for opinions and improvements. Thus, the products were developed day by day during the week and the food on the last day were evaluated excellent. At last, customers were offered coffee/tea with the deserts and the feedback forms (appendix 3) were handed. After filling in the feedback, customers made payment and the waiter/waitress gave customers a send-off and welcome next time.

Thanks to the testing week, beside the opportunities, the authors realized the difficulties and challenges in real working environment and in operating a restaurant. The communication is the key point of the whole process. The communication has to be good in every stages of the process, between the frontstage and backstage, between the people in the same position and between the manager and subordinates. During the process, conflicts, misunderstandings and unexpected event happened so that the authors also learnt how to face the problems and find a solution. Everyday was different and full of surprises. It was such an experience to the authors! The figure 8 below is the picture of the author taken from the testing week.



Figure 8: Author in the testing kitchen

Furthermore, the limitation of cooking tools as well as ingredients in Western kitchen was an opportunity for innovative and creativity. The authors had free-hand to create the dish and adapt to the situation. The good point of this project is that the authors were fully supported in finance from the university. Therefore, the food and service quality was highly focused. This also explains all feedbacks graded over 8 for food on the scale of 1 to 10. There were fifty-seven feedbacks of grade 10 in the total of eighty collected. And 90% of feedbacks graded 9 for the whole experience at the restaurant, in which 100% customers would love to visit if the restaurant is opened in the future. The result of feedbacks has shown a truly positive sign of thesis idea.

4.4.2 Observation result

Together with interview, observation is an essential research method in qualitative research. There are many perspectives on observation definition from different researchers. While Marshall and Rossman (1989, 79) reckon that observation is "the systematic description of events, behaviors, and artifacts in the social setting chosen for study", Kawulich (2005) believes that observation is the process facilitating researchers to study the activities of people in the natural circumstance through observing and participating in those activities. Meanwhile, Schensul, Schensul, and LeCompte (1999, 91) describe participant observation as "the process of learning through exposure to or involvement in the day-to-day or routine activities of participants in the researcher setting".

Observation research method can bring various benefits to researchers. It allows researchers to verify nonverbal feeling expressions, clarify people interaction, understand the way participants communicate with each other, and observe the time spent on different activities (Schmuck, 1997). Observation helps researchers develop a general understanding of the situation accurately with all the strengths and limitations. The combination between observation and interview will build up the validity of the study and bring an overall picture of the phenomenon to researchers. Additionally, participant observation can be used to help answer descriptive research questions, to build theory, or to generate or test hypotheses. (DeWalt & DeWalt 2002.)

Even though the observation method was applied from the beginning of thesis process, it is more emphasized during the testing week conducted in the university. Students and staffs were dominant audiences and main customers during the testing week. The main purpose of observation is analyzing the reaction of customers with Vietnamese fusion food and the abilities of authors in operating a real restaurant. Consequently, the feasibility of thesis idea can be evaluated.

After one week of executing Vietnamese fusion food in the testing, the collected result was very positive. Most of customers enjoyed Vietnamese fusion food and they especially loved the combination of Asian taste with Western ingredients. There are many good feedbacks about the menu and the concept of the restaurant. Many customers indicated that they will visit the restaurant in the future. Thus, the idea of opening a Vietnamese fusion restaurant is reasonably potential. Moreover, the students and staffs working with the authors at the restaurant were really interested in the fusion idea. They were also the most active customers group during the testing week.

The authors have learnt many new things from the week. As observation, the available facility, financial source as well as human resource supported from the university were very helpful. They contributed a huge part the flow theme's success. However, there were also difficulties and challenges since the kitchen and operation system were different from what authors expected. For example, the lack of Asian kitchen equipment like rice cooker, bowls and utensils such as chopsticks made the process slower and difficult to handle. Plus, the decorations and materials in the hallway are also limited. Above all, the most challenging in the flow theme week was the communication. It is challenging to run a real restaurant with abundance of tasks to implement. Hence, the information should be delivered clearly so that the process can run smoothly and harmoniously. Besides, the ingredients ordered during the whole week were not consistently good as expected. Thereby, it was also the experience for authors to be flexible and clever in handling the unexpected situations in real life.

5 Cor restaurant's business plan

In this chapter, the authors apply the theory backgrounds from above chapters as well as experiences from the practical implementation to create an actual business plan for “Cor” - the future restaurant.

5.1 Executive summary

“Cor” is a new concept of a moderate fusion restaurant with 60-seater space. Vietnamese-fusion cuisines are highly focused with a touch of Western influence. The restaurant is located in the booming Helsinki district, Finland and named by a Latin word “Cor”, which means heart. We strongly believe that the product made by all heart will touch the heart of clientele.

Our restaurant is going to offer tasty Vietnamese fusion food with variety of food and beverages selection. Cor will be opened six days a week from Tuesday to Sunday and closed on every Monday, Christmas holiday from 24th to 26th of December as well as New Year holiday from 30th December to 1st January. We intend to provide friendly and knowledgeable wait-staffs with helpful and proactive attitude. The restaurant's key success is providing the best quality of food and make customer come back for the satisfaction of food and service at exceptional price.

Cor restaurant will be legally operated under the registration of a limited liability company - Happy Vietnam Ltd, founded as well as owned by Trang Nguyen and Thuy Heino. Ms. Nguyen works as the General Manager who is responsible for human resource and customer relationship, suppliers as well as front-of-the-house operation of the restaurant while Mrs. Heino functions as executive chef who takes care of menu, kitchen or back-of-the-house operation.

The cost estimated to open Cor restaurant is approximately €280.000, in which two authors have equal contribution and shares. Most of capital is spent for furniture, equipment, renting and renting deposit, three-month labour costs, six-month operating cash, suppliers, and different legal licenses. Personally we (Thuy Heino & Trang Nguyen) are committing €200.000 of capital and looking for €80.000 from investors or asking a loan from bank with interest to start up the company.

The needed space for restaurant is approximately 160 square meters (included storage) and the restaurant is planned to open in December 2020. Social media and in-store marketing is taken full advantage to create an effective but cost-saving marketing effect. The sale strategy is kept simple since we focus on local people and building up good reputation by hard working and good food.

Mission

Cor is promisingly an ideal eating place where combines a relaxing atmosphere with excellent, interesting and healthy food. The mission is not only to create nutritional tasting meals, yet have efficient and friendly service since customer satisfaction is paramount. It is our desire to be the restaurant choice for all families and singles, young and old, male or female, Asian or Finnish. More importantly, Cor wishes to spread out Vietnamese cuisine reputation to Finnish people and foreigners in general.

On the other hand, employees' welfare will be equally important to our success. Staffs will be treated fairly with the respect and paid appropriately according to Finnish labour laws. We want our employees to feel a part of the success of Cor because happy employees will firmly make happy guests!

The interesting menu, ambience atmosphere, eye-catching décor, special theme events, professional manner and friendly staffs would be coalesced to create a sense of 'place' in order to reach our goal of over all values in the dining/entertainment experience. It is our mission to produce fair profits for the owners, and a rewarding workplace for the personnel.

Objective

In order to success, Cor restaurant has defined a number of essential objectives for the first three-year period. Promoting new values of Vietnamese food culture to customers in metropolitan areas in Finland is the first purpose of the business. As a restaurant, providing quality meals with satisfied experiences and friendly services in an affordable price is crucial. Besides, Cor restaurant aims to become an initiative Vietnamese fusion restaurant in a professional standard in Finland. From that, Cor is going to be one of the best medium-size restaurant in all reputation, food quality and services.

In financial area, the restaurant desires to achieve 15% return on investment in the first three years while keeping the net sales between € 900,000 - € 1,200,000. Costs are also well considered. The food cost is attempted to keep around 30% to 35% of revenue and employee labour cost is below 45% of revenue. Last but not least, great ambition of Cor is expanding a series of franchises in Finland and around Europe after three years.

Guiding principles

First of all, Cor's most important slogan is "customer is the king and staff is the queen". Customer service in catering field is the key to get success; hence the satisfaction from customers is priority. In order to make guests satisfied, staffs must be smiley and motivated to work.

Simple as it is, chefs would not make their best food with a bad mood and waiters can't serve well with unhappy feelings.

Next, gratitude is highly appreciated. The restaurant will never survive without customers, vendors, employees and many other people who support behind Cor. Thus we would like to work hard and bring new values for society and for all people who have always support us with the attitude of gratitude.

Furthermore, the mission of bringing Vietnamese cuisine reputation to Finnish and foreigners will be always recalled. There are many people across the world have known Vietnamese cuisine yet they do not totally understand or deeply know it. We hope that through our theme events, cookbook dictionary as well as menus, the knowledge of Vietnamese culture, customs, and cuisine will be educated for Finnish and foreigners in Finland.

Key to success

Based on the analysis of the practical implementation and the market, a few main factors are defined to bring Cor to success: fellow tribe, unique and exoticness, center location, catching trends and competitive price. The power of friendships and family of customer always can make a difference. The customers who have experience with Cor's cuisine once would want to introduce the restaurant to their friends and family members. Great quality of product with warm service, relaxing atmosphere and manageable budget will be highlight elements to build up loyal customers. The convenience of location is one of huge advantages for the restaurant to be easily caught by locals and tourisms. Additionally, the creation of unique place with fusion food and a professional standard, addition to special cookbook, theme events such as Tet holiday, mid-autumn holiday, wedding, engaged, birthday parties, etc. will help Cor stand out from other Vietnamese restaurants and other fusion restaurants as well in the area. That would help restaurant enters to profitable entrance in the tough competitive market. Also, Cor restaurant will always update the trends in catering sectors and have appropriate changes to bring new experiences for customers. We look forward to the future and commit to the long-term development. Above and beyond, Cor promises to control the costs and keep the stable finance status at all times.

5.2 Services and products

Cor commits to provide guests with the highest quality of food and energetic service in a clean, relaxed, and upbeat family-friendly. There are many food and drink items in the menus and several special packages, included vegetarian and children's size portions, which can satisfy customers. We will have some sole items in the menus that are produced by the recipe for only Cor such as Cor's special rolls, Cor's beer, Cor homemade cocktails. Also, we plan to

serve a-la-cart in the whole day. The sample menu of restaurant is attached in Appendices part of this thesis.

The total net sale is anticipated to be 83% by food and 17% by drink sales. The combined cost of sales will be 33% producing a gross profit of 67% on total sales. To enter the tough competitive market in Finland nowadays, there must be some business strategies. Cor decides to have a competitive price with other upscale restaurants in the area. Although the price of food at Cor restaurant is a bit lower than its competitor, our restaurant provides higher value through its quality of food, service and entertainment. It is our strategy to build up loyal customers. More importantly, Cor is the unique restaurant in Helsinki that offers Vietnamese fusion food with special dishes that catch the trend and very creative in mixing flavors.

In the future, Cor wants to extend catering services for weddings, family reunions, anniversaries, birthday or farewell parties. This could potentially become a large portion of gross net sales and brings Cor get closer to clients. At some point in the future, Cor also wishes to develop restaurant mobile application and develop new technology in eating that can help customers obtain new experiences.

5.3 Market analysis

Cor's target customer is a wide range of people: businessman, officers, couples, families, high-end single, students, and tourists. We would love to bring new tasty flavors of food and relaxing experiences of dining in a cozy atmosphere with a varied menu to everyone, who always feel welcome at Cor. The market segments can be defined as following groups as the figure 8 below.

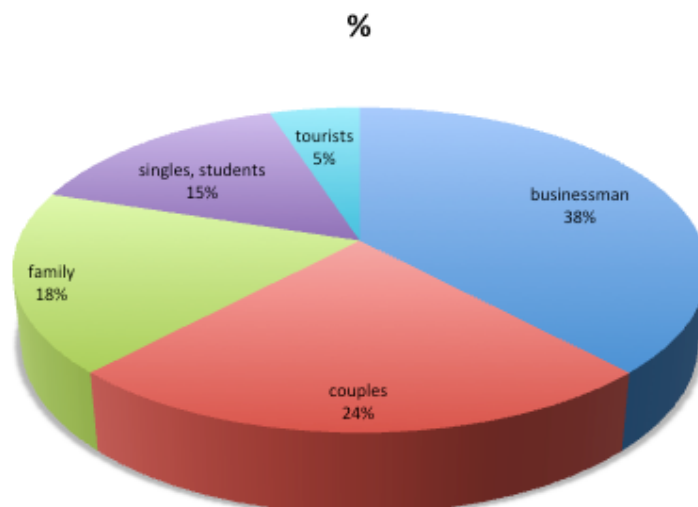


Figure 9: Predicted market segmentation by percentage at Cor

Businessman, officers: this group will be one of the biggest amounts of customers at Cor who has stable income and could generously spend for drinks, good food and tips. At lunch, officers in the neighborhood are the main clientele of our restaurant. Still, businessmen often have important business meetings requiring an impression to their clients or prospects. They need a fresh and new eating-place to relax and support the work.

Couples: As a matter of fact, the weather in Finland is frankly tough, especially in winter so that entertainment places for couples are limited. Restaurant is usually the best choice for them to have a romantic date and develop the relationship. At Cor, we promise to offer an intimate and sophisticated atmosphere with friendliness and helpfulness encouraging couples arrive. However, these young couples normally has careful consider on their payments. They may skip starters and chose only main course with a glass of wine.

Family: Cor surely is great accommodation for family dinner. We have big space, special homey menu and cozy atmosphere that are excellent for a meal of family members. Besides, in the Vietnamese culture, we share the food together at home and the food is best when we feel like home. Therefore, this spirit will be kept and developed in Cor with the hope of connecting people and raising love.

High-end singles, students: This group will be a part of customers but their bills will not be a big number. High-end singles have money and often have dinner outsides but they could not spend a lot for many time of eating out. Students who truly want to try new food and enjoy hangout out with friends, however their budget is not allowed for a full-courses dinner and eat out frequently.

Tourists: Helsinki is the most attractive city for tourists in Finland during the years. The location in the central of capital would be advantage for Cor to welcome vacationers in summer and winter. Besides, with affordable price and international menu, clean environment, and warm staffs, Cor would be the choice of tourists when they seek for an eating-place.

5.4 Marketing strategy and implementation

Cor will position itself as an ideal eating-place with tasty food, warmly service at reasonable price in a great atmosphere. We will focus on maintaining the quality of food and service to appeal customers. Therefore, our aim in doing marketing is to build up the identity of Cor in the community by letting people know about that.

Our marketing strategy is simple and costs saving. We will make use of social media, contact with famous bloggers and have a big Grand Opening day. Then, the traditional advertisement through newspaper will not be skipped. Word-of-mouth will be the most effective and cheap-

est marketing program that we will utilize as the core tactic. The estimated budget for marketing in the first year is approximately 10,200 euros that is about 1% of total fixed costs per year.

Our sale strategy is focusing on locals and there would be big differences between winter and summer. We estimate that the peak season for restaurants is from November till February and highest month is December. Conversely, the quite season is during the summer time (from May until August) with the prediction of a lost. Hence, we will plan to have some marketing strategies in summer to push the sales up

5.4.1 SWOT analysis

SWOT-analyze comes from the words strengths, weaknesses, opportunities and threats. It can also be divided in two groups: inner factors and outside factors. Cor's inner factors include strengths and weaknesses, which describe all the good things inside the restaurant and the things that need to be taken under consideration. The outside factors describe Cor's opportunities and threats. The idea is to get a better picture about Cor's current situation to back up the possible future plans and decisions.

<p style="text-align: center;">STRENGTHS</p> <ul style="list-style-type: none"> • Convenient location • Wide, interesting, new menu • Eye-catching and high quality of food • Competitive price • Great atmosphere • Impressive décor • Friendly staffs 	<p style="text-align: center;">WEAKNESSES</p> <ul style="list-style-type: none"> • Experienced and qualified chefs • Professional, international employees • New taste dishes • Network and experiences • Asian restaurant style • Finnish laws and legislation
<p style="text-align: center;">OPPORTUNITIES</p> <ul style="list-style-type: none"> • Expand business in the market • State Vietnamese cuisines reputation to Finnish • Unique and the first Vietnamese fusion restaurant in Helsinki 	<p style="text-align: center;">THREATS</p> <ul style="list-style-type: none"> • So new concept in the market • Finnish culture and language barrier • High labors costs • Financial risks • Tough competition • Future trends

Table 3: SWOT analysis of Cor restaurant

The table 3 above shows concretely the pros and cons of Cor as well as the risks and opportunities of Cor's success.

5.4.2 Key marketing strategy

The marketing strategy is simple but practical. There will be three key marketing tactics to increase the awareness people of Cor restaurant: social media, word-of-mouth/in-store marketing, and local store marketing.

For social media, we will develop a website for company then connect it with Facebook page and Instagram application. We will invite some famous bloggers in Finland to have food at our restaurant and ask them to post a comment on their private social media. Basically, we emphasize on developing websites in simple but professional style providing customers all needed information and allow them to make a reservation through it. On the other hand, we will register to be connected with other web pages like eat.fi, Trip adviser, visithelsinki.fi, and likealocal.com to attract visitors.

For in store marketing, we have a strong belief that the spread of words of mouth is one of the most effective and cheapest marketing programs. By holding a lot of big events and parties such as Grand opening celebration, Independent day, Tet holiday, mid-autumn festival, mid-summer party, Eat Helsinki-10€, Restaurant days, Valentine day, birthday of Cor anniversary, employee party and etc. we hope that there will be many people know about Cor and come to try the food.

For local store marketing, we intend to design a brochure with attachment of menus, prices, interior pictures of the restaurant and some images of dishes for large hotels or popular accommodations in Helsinki. Still, we ask for help from private relationships by sending brochure to some famous hair salons, nail shops and Asian groceries in town as a cost-saving marketing tactic. More importantly, we do not skip the traditional ads through newspaper or magazines (Helsinki sanomat, metro, Iltalehti,) to deliver our concept to locals.

The table 4 below depicts the estimated budget for marketing in the first year.

Marketing programs budget		Monthly	Yearly
Facebook pages		€150	€1,800
Search engine		€100	€1,200
Brochures	€1,000		€1,000
Grand opening	€2,600		€2,600
Coupons		€100	€1,200
Advertisement on newspaper		€200	€2,400
Total			€10,200

Table 4: Estimated marketing budget for Cor in the first year

As a strategy of operation, quality of food and general experience is the key point to attract customers at Cor restaurant. Hence, it is not priority to spend a lot of money on doing marketing. The basic fee of using social media and advertisement in the first year is mandatory. A big Grand opening takes the largest expense for marketing at Cor since authors want customers to have a good trial food on the first day and they will come back for the next time. The budget of marketing in the first year is supposed to be 10,200 euros and it is aimed to be less in next years.

5.4.3 Sales strategy

Our sale strategy is focusing on locals; thereby the sales largely depend on the living habits and environment of Finnish people. During winter time from October to March will be the peak season at the restaurant because of cold weather, Finns prefer to have a perfect dinner insides a lovely restaurant with good food as their best entertainment. Especially, before Christmas or “pikkujoulu” is the crazy time or busiest period in the year since people went out for shopping and they may have some extra money from tax refund.

By contrast, summer is not busy as winter. Summer in Finland is best time of the year with sunshine allows locals to sunbathe whole day on the beach or go to cottages with family and friends or lying on grass of the park with a thick book. Consequently, there is a big decline in the sales of the restaurant in summer time although an amount of tourists compensate a part of the loss.



Figure 10: Predicted monthly sale

Sales	Year 1	Year 2	Year 3
Food	€796,302	€915,747	€1,053,109
Beverage	€163,098	€187,563	€215,697
Total Sales	€959,400	€1,103,310	€1,268,806
Direct Cost of Sales	Year 1	Year 2	Year 3
Food	€262,780	€302,197	1. €347,526
Beverage	€53,822	€61,895	€71,180
Other	€0	€0	€0
Subtotal Direct Cost of Sales	€316,602	€364,092	€418,706

Table 5: Sale forecast in the first 3 years of operation

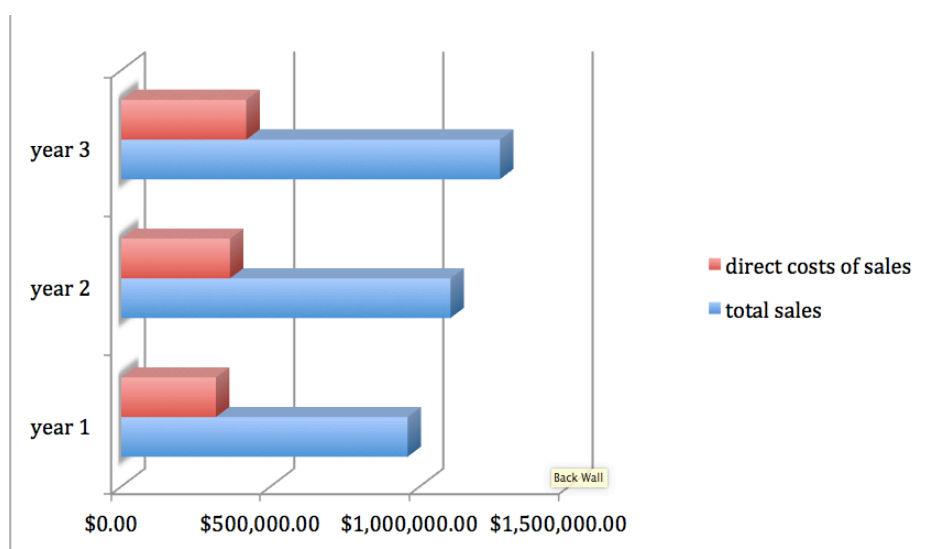


Figure 11: Sale forecast in 3 years by chart

The above charts and tables describe the estimated monthly gross sales of Cor and total direct costs in the first three years. It is predicted that the average net sales every month are € 79,950. We expect to welcome 45 customers at lunch with a bill of around €15 each person and 75 customers for dinner spending an average of €32 per person. The total cost of goods sold is forecasted to capture 28% of total sales and our target is to win 15% of growth after the first year.

5.5 Operational and organizational management

“Cor” is the brainchild of two young persons, Thuy Heino and Trang Nguyen, who have equal contribution and responsibilities concerning operations, development, liabilities and loan of

the company. Our management team will work and support each other by sharing experiences, knowledge on the field of restaurant business as well as in life.

Thuy Heino will work as Head Chef and manage the kitchen of Cor restaurant. All matters related to food, staffs working insides kitchen or in another word, back of the house operation belong to her responsibility.

Trang Nguyen is positioned as the General Manager. Ms. Trang is in charge of managing wait-staff, customer relationship and also marketing, bookkeeping. Besides, company will employ other people to assist the development of Cor such as hiring an accountant to support the financial issues, hiring a lawyer to give advises in legislation and protect company from unexpected illegal problems.

5.5.1 Management team

Owner/Head Chef - Thuy Heino

Thuy Heino is a young woman who comes from Ho Chi Minh City of Vietnam. She has been living in Finland about 3 years and her plan is to build a long-term career in Helsinki, Finland. Recently, she is a third year student in Restaurant Entrepreneurship Degree Program at Laurea University.

Since Thuy was a young girl, cooking and studying about Vietnamese cuisine as well as other countries' food culture have been her interest. She has a big passion of becoming a skillful chef and owning a Vietnamese restaurant in the future. She aspires to introduce authentic Vietnamese cuisine to Western people as well as friends around the world.

At the moment, Thuy is working at Soma Restaurant as a sushi burrito chef. Together with studying, she also gains remarkable experiences in customer services, team-work, communicating skills as well as dealing with challenges in restaurant business. Additionally, she is not only a hard-working and creative cook, but also a sympathy and responsible person.

Owner/General Management - Trang Nguyen

Trang is young and ambitious girl from Vietnam. This year she is going to graduate from Laurea UAS in Restaurant Entrepreneurship major. With more than 4 years experienced in restaurant sector, Trang is very passionate about her career. She has been working in many different restaurants with different concepts and operational styles.

Trang used to be trained in Presto - a big restaurant belonged to Royal restaurant Ltd, which is one of the biggest restaurant-business companies in Finland. At the age of 21, she has al-

ready invested money in a 145-seat restaurant in Germany and worked from distance. Although there are many challenges in her life, she still overcomes them with a positive attitude.

One of her biggest strengths is high adaptability. She could learn quickly and be flexible in all situations. She is outgoing, smiley and energetic. Additionally, she has been travelling over 20 countries, 50 cities around the world with a big network of friendship and an open mind to learn new things in life. Currently Trang is working in a Japanese-Hawaiian fusion restaurant in the heart of Helsinki. She is a work addict and can work well under pressures. Her dream is becoming a fruitful restaurateur.

5.5.2 Personnel team

As mentioned above, one of guideline for our operation is “customer is king and employee is queen”. We believe that happy employees could make happy customers. Therefore, it is fairly strict in recruiting personnel for Cor. Wait-staffs are expected to speak Finnish and English well and chefs are expected to speak at least English. Cor is an international working place hence English will be the main language to communicate. The attitude is the key criteria to work at Cor. We are a family and we are teamwork.

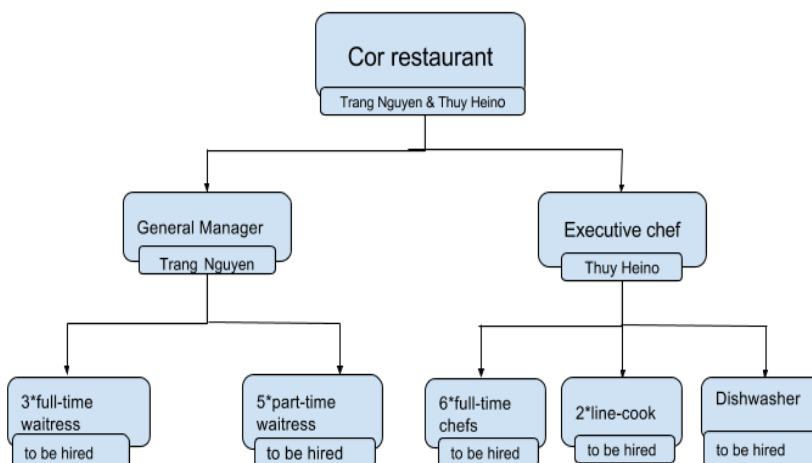


Figure 12: Personnel structure of Cor restaurant

Figure 11 describes the personnel structure at Cor restaurant. There are 9 waiters/waitresses working in the dining area (including general manager Trang Nguyen), of which 3 full-time and 5 part-time employees. Kitchen staffs would be trained carefully and must have some basic knowledge about Asian food. It is supposed to have 10 personnel working in the kitchen (including head chef Thuy Heino); among them there are only 6 full-time staffs, 2 line-cooks and 1 dishwasher. We will contact some work agencies to get extra assistants when needed that is a good tactic on saving direct costs.

5.6 Financial plan

The tables 6 below shows in detail the needed capital to open the company and make the restaurant completely operate. We estimate the required capital is approximately €280,000, of which €200,000 is from owners (50/50) and €80,000 from bank loan with 5% of interest per month. It is our aim to pay all debts in 4 years with average amount of €24,000 per year. The profit will be divided equally for owners basing on investment percentage.

CAPITAL REQUIRED (LIMITED LIABILITY COMPANY)		
Immaterial assets	Registration cost	€380
	Other licenses to open a restaurants	€2,000
Machinery and equipment	IT	€500
	Production equipment acquirement	€69,000
	rapport property (computer and accessories)	€2,000
	Vehicle	0
	Furniture	€40,000
	Telephone, tax, internet installation	€200
	Installations of machines and equipment	€2,000
	Renovation of business premises	€5,000
Movables of the company	Office supplies	€700
	Other devices	€5,000
Working capitals (3months)	Initial marketing/brochures	€6,000
Costs of premises	Rent and rent deposit	€40,000
Costs of equipment	Equipment rental/leasing	€900
Salaries	Labor costs	€83,970
Sales and financial assets	Initial inventory	€8,700
	Cash reserve	€650
Production costs	Food Ingredients Supplies	€10,000
	Drink Supplies	€3,000
CAPITAL REQUIREMENT IN TOTAL		€280,000
Equity	Shareholder capital (50/50)	€200,000
Loan capital	Shareholder loan from bank	€80,000
	Fixed interest (5%)	€4,000/year
	Others	0
	Payback time (4 years)	€24000/ year

Table 6: Estimated start-up capital.

Table 7 and 8 demonstrates break-even analysis of Cor restaurant based on the average variable costs and monthly fixed costs of the restaurant.

BREAK-EVEN ANALYSIS		
Average percent variable cost	33%	€26,383.5
<ul style="list-style-type: none"> • Food ingredient • Drink costs 		
Estimated monthly fixed cost	57%	€45571.5
<ul style="list-style-type: none"> • Labor 	35%	€27,982.5
<ul style="list-style-type: none"> • Rent 	10%	€8000
<ul style="list-style-type: none"> • Utilities 	1%	€827
<ul style="list-style-type: none"> • Marketing 	1%	€850
<ul style="list-style-type: none"> • Others (insurance, pension, extra fees) 	10%	€8000
Monthly revenue break-even		€71,995

Table 7: Break-even monthly revenue

Estimated sales per day to get break-even	Units	Price	Total
Lunch	90	€12	€1,080
Dinner	55	€32	€1,760
Daily revenue			€2,840

Table 8: Break-even daily revenue

The table 9,10 and figure 13 cover the most important part of financial projection describing the Profit and loss calculation of Cor in the first three years. The result of calculation shows a positive profitability and there would be a significant increase in the winning profit after the first year of operating. Most of the expenses are for employee salaries and extra fees of payrolls, directed costs of sales, and renting. We strive for keeping the targets at the beginning is keeping labor costs under 35% of gross sales and costs of good sales between 30%-35%. We hope that we could get back the investment capital after 2,5 years of opening and complete all debts in four years.

	Year 1	Year 2	Year 3
Revenue	€959,400	€1,103,310	€1,268,806
Variable costs	€316,602	€364,092	€418,706
Gross Margin	€642,798	€739,218	€850,100
Gross Margin %	67%	67%	67%
Fixed costs			
Labor	€335,880	€373,152	€415,992
Accountant	€9,084	€10,188	€10,740
Depreciation	€10,350	€11,903	€13,688
Rent	€96,000	€96,000	€96,000
Marketing & advertisements	€10,200	€10,200	€10,200
Insurance (0,08%)	€768	€883	€1,015
Pension, holiday, unemployment insurance of payrolls (27%)	€90,687	€ 100,751	€112,318
Total fixed costs	€552,860	€603,077	€659,953
Total Operating Expenses	€869,562	€967,169	€1,078,659
Profit Before Interest and Taxes	€89,838	€136,141	€190,147
Bank return	€20,000	€20,000	€20,000
Interest Expense	€4,000	€4,000	€4,000
Income Tax (26%)	€23,358	€35,397	€49,438
Net Profit	€42,480	€76,744	€116,709
Net Profit/Sales	4,43%	6,96%	9,20%

Table 9: Profit and loss calculation in three years

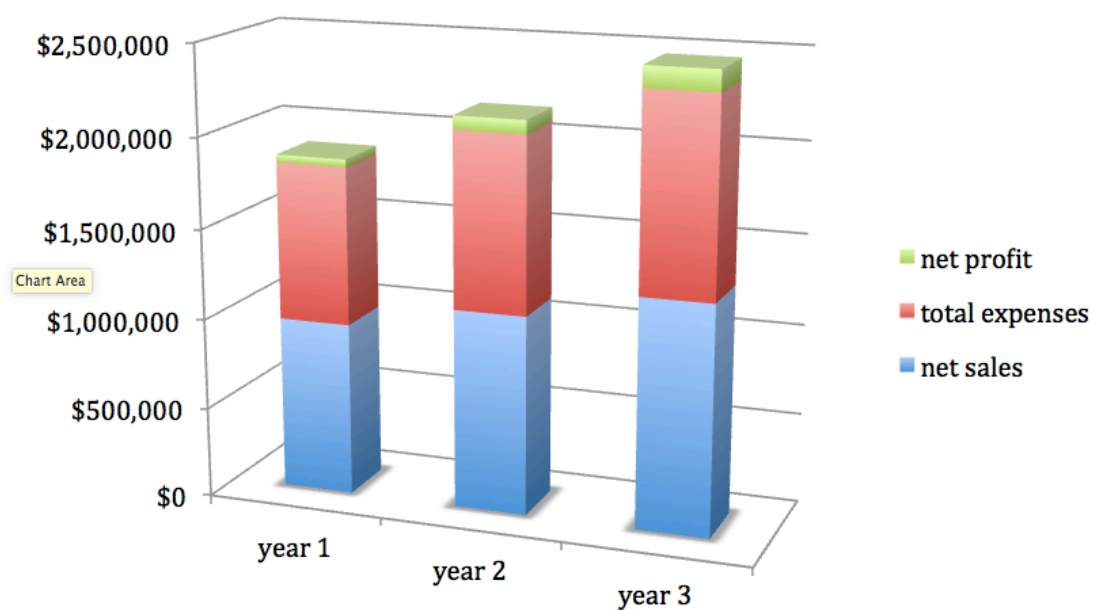


Figure 13: Projected profit in three years

Estimated gross profit monthly	Net sales (€)	Break-even sale monthly (€)	Profit/loss monthly (€)
January	97 000	71 995	25 005
February	92 000		20 005
March	83 000		11 005
April	77 400		5 405
May	71 000		-995
June	63 000		-8 995
July	60 000		-11995
August	61 000		-10 995
September	75 000		3 005
October	84 000		12 005
November	94 000		22 005
December	102 000		30 005

Table 10: Anticipated monthly profit and loss.

The table 10 presents the anticipated loss and win in net sales every month at Cor in first year of opening. It is predicted that the net sale could be in minus number in the summer time from May to August when the weather is warm in Finland and most local people prefer spending time outdoors or going to summer holiday. Cor hopes the amount of tourists will cover a part of loss but it is still a loss, which is really common in restaurant industry.

5.7 Required permits/ licenses and partnerships in Finland

In this section, we briefly mention about the required procedures to establish a restaurant business in Finland in real life. Also, there is a short list of partnerships that provide Cor necessary sources to successfully operate.

5.7.1 Required permits and licenses

In order to run a real restaurant in Helsinki, Finland, there are many permissions and licenses that entrepreneurs have to meet. Right after the registration to open the company in Finnish business systems, entrepreneurs have to sign up for Trade register; Prepayment register and Employer Records and for liable to pay Value Added Tax (VAT). Then the place that restaurant located must be approved by Building Control Department for opening a restaurant. Moreover, if there is any innovation or special decoration inside the restaurant, the permission from Building Control Department is supposed to have. Besides, it is required to follow own-check plan - Hazard Analysis and Critical Control Points (HACCP) of Health Authorities since we handle food items.

For the restaurant having more than 50 seats, restaurateurs have to prepare a safety plan of fire inspection for the Fire and Rescue services department. On the other hand, Cor is going to sell alcohol and have some music on to make a perfect relaxing atmosphere so that the permission of selling alcohol from National Product Control Agency for Welfare and Health and using music from the Environment Centre are mandatory. Last but not least, employees who working in the catering field must have hygienic passports and wait-staffs who serving alcohol have to acquire the alcohol licenses.

5.7.2 Partnerships

Table 11 enumerates a list of companies and organizations which can be business partner with Cor restaurant in the future. The list includes different aspects of the business such as food and beverage, equipment's, interior design, finance and personnel. Most of vendors are collected through the testing week when authors have made the order and through working experiences at restaurants.

CATEGORIES	NAME OF PARTNERSHIPS
Food and beverage	<ul style="list-style-type: none"> • Asian Oriented markets • Viivoan markets • Heino Tukku • Alko • Tokyokan • Eriksan
Kitchen equipment and restaurant machinery	<ul style="list-style-type: none"> • KSP-Astiat • Finresta • Micros-Fidelio • Taobao - Alibaba
Design and furniture	<ul style="list-style-type: none"> • Ebay • Taobao • IKEA
Banking and accounting	<ul style="list-style-type: none"> • Nordea bank • Card machinery • Book-keeping • Auditing • Finnvera • Accountant companies
Employees	<ul style="list-style-type: none"> • Staff point • Staff plus • Work power • Personal network

Table 11: Partners of Cor restaurant

Running a real restaurant business, it is essential to have different vendors to order materials and ingredients. One of the most important vendors for food ingredients are Asian market and Eriksan where fresh fish and vegetables are delivered to Cor restaurant in every morning. Then Heino Tukku and Alko are vendors providing alcohol, drink and other ingredients. The decoration materials would be ordered from Ebay or Taobao if there are something couldn't be bought in IKEA. Besides, personal network and some trustable work employee companies in Finland such as staff point, staff plus are the crucial sources to recruit crew.

5.8 Company summary

In brief, Cor restaurant is a unique place in Helsinki that provides Vietnamese fusion menu with a touch of Western influence. The customer will enjoyably dine in a cozy atmosphere in the concept of recalling decoration. With the ambition of spreading out Vietnamese cuisine reputation in the Finnish market, Cor hope clientele could find themselves happy whenever entering in and want to come back again and again.

The menu and drink list are not only variety of selection but also special and creative. There are many innovations in alcohol and non-alcohol drinks in taste and décor in order to appeal customers. In addition to regular menu, we also offer a three-course business lunch and dinner prix fixe and children meals with a very attractive price.

Cor restaurant opens six days a week, closed on Monday. From Tuesday to Friday, lunch is served from 11:00 to 15:00 and dinners are from 17:00 to 22:00. There are two hours of breaking between two shifts for staffs resting and preparing. On Saturday, restaurant opens at 11:30 and closes at 23:00. On Sunday Cor opens from 11:30 till 21:00. The big holidays such as Christmas and New Year, the restaurant closes but still opens on Independent day and other Finnish national holidays like Labor day (Vappu) or Mid-summer. There would be many big events such as Lunar New Year and Mid-autumn festival in the restaurant to bring Vietnamese culture to Finland.

Opening hours: Monday: Closed Tuesday -Friday: 11:00 - 15:00; 17:00 - 22:00 Saturday: 11:30 - 23:00 Sunday: 11:30 - 21:00

Figure 14: Opening schedule of Cor restaurant

With the concept of recalling, the decoration of Cor inclined toward nostalgia with yellow light, a lot of black and white pictures, old books, dried flowers, wood windows and wood tables. About food, the dishes are garnished in special brick bowls or ceramics plates that are traditional kitchenware in Vietnam in the past. However, the food will be decorated harmony in colors and layout that have a high level of aesthetic.

There is no one who put a huge of effort on business wanting it failure nonetheless sometimes the worst situations can happen. All of us at Cor with our honors commit to our concept and its viability. In the circumstance of not achieving profitability, we will first strive for selling operation and using the proceeds to clear all outstanding balance. In the worse situation of being unable to sell the operation for sufficient proceeds, we will forced to default with the support of Finnvera guarantee for start-ups. At the same time, we may ask the help form ELY Centers for advisory, financing and development of small and medium-size enterprises.

6 Conclusion and discussion

In conclusion, Vietnamese cuisine is fully rich of nutrition, freshness, diverse of traditions and culture, varied of ingredients. It is becoming more and more famous all over the world. The introduction of Vietnamese food culture is important since it is the basement knowledge for the authors to develop new dishes in the menu of the future restaurant. Also, it explains why Vietnamese food should be expanded in Finnish market. Fusion food sounds like a new concept but actually has been existed for a long time. It is innovative creation of the mix or combination between two or more different cooking methods from different countries. For example, "spaghetti" is the result of classic early fusion of the combination of Chinese noodle and Italia's exposure. Finnish food market today is opener and more international because of emerging a lot of ethnic cuisines comparing to the past. Hence, a Vietnamese-fusion restau-

rant with the combination of Asian taste and Western touch is potentially welcomed by Finns and possibly profitable. The demand of eating out of Finns will have a great change in the future. That's how the idea of the thesis is formed. It promisingly brings new dining experiences to Finland.

Business plan is a depiction paper of a business idea. Writing a business plan is learning process through that all entrepreneurs could deeply understand the nature and opportunities of the business ideas. It reduces the gap between ideas and reality and helps entrepreneurs avoid pitfalls as well as seek the investors. The business plan for restaurant business is discussed in a detailed level with specific crucial topics such as location, market analyze, financial plan, etc. They are all practical knowledge, which is used as framework for writing an actual business plan in the next chapter of the thesis.

Semi-structure interview and observation are the main research methods approached during the thesis research process. The purpose of interview was to collect ideas about the opening a Vietnamese fusion restaurant in Helsinki and being an entrepreneur in Finland. Crucial factors to succeed for restaurant business were discussed such as the quality of food, Helsinki market, location, customers, employees, etc. The result of interview helped the authors write the business plan in an entrepreneur's perspectives. A lot of useful advices and good ideas were gained during the interview process.

The observation method was used mostly during the testing week. The testing week were carried out at the authors' university to see how Finnish react with Vietnamese fusion food and evaluate the feasibility of future restaurant's concept. The whole testing week is summarized and explained through a service blueprint. From observation, the result was positive. Most of customers love Vietnamese fusion food and they promise to visit the restaurant in the future. More importantly, the feedbacks showed honestly how customers would expect from the future restaurant. Despite all the difficulties and challenges during the week, the authors had managed to do everything well. This experience is a precious basement for the authors to build up real business in the future.

The aim of this thesis project is to create an actual business plan for upcoming restaurant of the authors. And the product of this thesis is a real business plan for a Vietnamese fusion restaurant named "Cor". Therefore the purpose of thesis has been met. The process of writing business plan is a valuable learning process for the authors. It forces authors to think as an entrepreneur and calculate the numbers as exact as possible. Besides, it is necessary to study Finnish rules and understand the business environment in Finland. The business plan was created based on the knowledge of the authors which includes self-learning process, books and online resources. The business plan in this thesis somehow has many limitations since the real numbers would varied depend on the situation. However, through this process, authors have achieved new skills about writing a business plan with all the business ideas.

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Appendix 1: Cor's food menu

MENU

Appetizer

1. Happy rolls (2 pieces/ portion)
 - Summer rolls with tofu/Vietnamese sausage/pork/beef/shrimp €5
 - Summer rolls with tuna fish and special herb sauce €6
 - Special summer rolls (mix three ingredients) €8
 - Cor special rolls with tamarind sauce (VEGAN) €8
2. Scallop on spoon €9
3. Smiley finger: crunchy chicken shred €8
4. Gyoza: Japanese dumplings €7
5. Kimchi pancake €7
6. Curry triangle: homemade pork wonton €7

Main dishes

7. Rice burger (children size €10) €25
 - Caramel pork, pickle vegetables, herbs
 - Honeysuckle chicken, pickle vegetables, herbs
 - Grilled grounded beef, pickle vegetables and sauce
8. Bao burger (children size €10) €25
 - Violet pork
 - Pinky chicken
 - Sunset salmon
9. Noodles bar (children size €8) €14 - €16
 - Pho - Vietnamese traditional noodle soup
 - Grilled marinated chicken with egg noodle
 - Hu tieu kho (rice noodle, ground pork, shrimp, boil egg and separated soup)
 - Mi vit tiem - Beijing duck style (egg noodle, duck, Chinese cabbage, mushroom)
10. Western touch €22
 - Beef steak (250g), deep fried tiger prawn in green rice, salad, avocado and grill sweet potato
 - Sun-bath sesame tuna fish in summer vegetables salads
 - Salmon teriyaki and rice
 - Deep-fried chicken with rice and pickle vegetables

11. Warm dishes

- Bo kho (Vietnamese beef stew, carrot, potato, coconut milk soup)
- Pineapple fried rice with prawn €18
- Stir-fried chicken in chili and lemongrass with rice
- Fish dish with cooked rice in banana leaf
- Pork chili with basil in Thai style
- Grill marinated ribs with kim chi and rice.
- Monk's meal: stir vegetables with tofu made like fish-dish served with rice. (VEGAN)

Desserts

- 12. Lemongrass coconut pannacotta €7
- 13. Cor's rice pudding and coconut
- 14. Chocolate pudding with berry puree
- 15. Strawberry chia pudding
- 16. Mango chia pudding

Meals

Meal 1: Business life (2 people)

- Happy rolls (v) - Special Cor rolls with tamarind/peanut butter sauce
- Marinated beef and tiger prawns served with grilled vegetables, avocado €59
- Lemongrass coconut pannacotta

Meal 2: Mommy is at home (4 people)

- Happy rolls (v) - Summer rolls and Spring rolls with optional sauce (peanut butter sauce/ Vietnamese fish sauce/ Thai sweet and sour sauce) €99
- Bo kho (Vietnamese beef stew, carrot, potato, coconut milk soup)
- Stir-fried chicken in chili and lemongrass with rice
- Pineapple fried rice with prawn
- Grill marinated ribs with kimchi and rice
- Cor's rice pudding with matcha ice cream

Meal 3: Selfie time (2 people)

- Happy rolls (v) - Summer rolls with optional sauce
- Violet burger: caramel pork, pickle vegetables and herbs €59
- Pink burger: ground beef, pickle vegetables and herbs
- Mango chia pudding

Appendix 2: Case interview

CASE INTERVIEW

Date: 26/2/2017

Case: Hoku restaurant

QUESTIONAIRES

1. Can you introduce briefly about your background and the restaurant?
2. When was Hoku opened?
3. Where did you work before you open the restaurant?
4. Are you a chef in Hawaii?
5. Can you tell a little bit about the main idea/concept of the restaurant?

ENTREPRENEUR

6. What are the pros and cons to be an entrepreneur in Finland?

RESTAURANT

7. What is the target customer group of Hoku?
8. What is the most favorite dish in Hoku?
9. What do you think about the fusion food trends in general?

CULTURE

10. What do think about Vietnamese food?
11. What do think about the idea that we will open a Vietnamese fusion restaurant?

ADVICES

12. What makes a restaurant successful?

Appendix 3: Flow theme feedback

FEEDBACK

This flow theme week was created to test the thesis's feasibility of two students in Restaurant Entrepreneurship at Laurea UAS Leppävaara campus. Please fill this form by circling and commenting. We truly appreciate your answers.

The satisfaction level is scaled from 1 to 10. 1 = extremely disagree, 10 = totally agree

Food

The food portion is right amount.

Disagree 1 2 3 4 5 6 7 8 9 10 Agree

Why?.....

The presentation of the food is attractive.

Disagree 1 2 3 4 5 6 7 8 9 10 Agree

Why?.....

The summer roll is fresh and tasty.

Disagree 1 2 3 4 5 6 7 8 9 10 Agree

Why?.....

The peanut sauce fits well with the summer roll.

Disagree 1 2 3 4 5 6 7 8 9 10 Agree

Why?.....

The rice is soft, sweet and tasty.

Disagree 1 2 3 4 5 6 7 8 9 10 Agree

Why?.....

The salmon is cooked well and fits with other ingredients.

Disagree 1 2 3 4 5 6 7 8 9 10 Agree

Why?.....

The dessert has nice texture.

Disagree 1 2 3 4 5 6 7 8 9 10 Agree

Why?.....

Idea

I like the Vietnamese fusion food.

Disagree 1 2 3 4 5 6 7 8 9 10 Agree

Why?.....

I think the idea of opening a fusion Vietnamese restaurant is potential.

Disagree 1 2 3 4 5 6 7 8 9 10 Agree

Why?.....

I would like to visit if the restaurant is opened in the future.

Disagree 1 2 3 4 5 6 7 8 9 10 Agree

Why?.....

Service

The service is professional.

Disagree 1 2 3 4 5 6 7 8 9 10 Agree

Why?.....

The food came on time.

Disagree 1 2 3 4 5 6 7 8 9 10 Agree

Why?.....

I like the restaurant's atmosphere.

Disagree 1 2 3 4 5 6 7 8 9 10 Agree

Why?.....

Whole experience

Disaster 1 2 3 4 5 6 7 8 9 10 Excellent

Why?.....

Thank you and have a nice day :)

Thuy Heino & Trang Nguyen

Restaurant Entrepreneurship Degree Program students.

Appendix 4: Observation plan

OBSERVATION PLAN

The observation process will be conducted in one week during the flow theme week testing thesis project. Our dominant audiences are students, lecturers and co-workers in school restaurant who are our customers at flow theme or get involved in the flow theme. The main purpose of observation is analyzing the reaction of customers with Vietnamese fusion food and the needed knowledge as well as skills of students in handling a real restaurant. Consequently, the feasibility of thesis idea can be evaluated.

The observation process includes:

1. How customers react with Vietnamese fusion food?
2. How they like the concept of the restaurant?
3. How they think about idea of Vietnamese fusion restaurant?
4. How co-workers (bar laura staffs) like the flow theme?
5. The advantages and disadvantages of students in running this flow theme week.
6. Which skills that students need to improve in order to run a real restaurant in the future?
7. What are challenges and difficulties for student in running this flow theme week?
8. The lessons from mistakes/ flow theme?

Appendix 5: Poster of the testing week

A touch of Heart

MARCH 13TH - 17TH

11.00 - 13.00

BOOKING VIA: BARLAUREA@LAUREA.FI



Appendix 6: Flyer of the testing week



A TOUCH OF HEART

Summer Rolls
Salmon Teriyaki
Vanilla Jelly Flan

13th - 17th March
at 11:00 - 13:00

Booking via email: barlaurea@laurea.fi

