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THE BUSINESS PLAN OF IZAKAYA RESTAURANT IN HELSINKI

Business Economics and Tourism

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ABSTRACT

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The objective of thesis was to study the main areas of creating a business plan and to make research toward the current market environment of Asian fusion restaurant in the Helsinki area in order to make a realistic business plan of a Japanese Izakaya restaurant.

The theoretical study is based on several business books, some suggestion from different types of restaurant owners in Helsinki, the business plan outline was finally made.

For the empirical study, a survey of market analysis, competitor analysis, and a SWOT analysis was conducted, the survey was made using primary data and secondary data, as well as using qualitative, and quantitative research methods.

The results of the study show that business idea of establishing an Asian fusion restaurant is accessible and through reading this article, an entrepreneur can get some ideas of operation guidelines for an Asian fusion.

Key words: Asian fusion cuisine, restaurant, business plan

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1. INTRODUCTION

According to the survey from Brown(2007,23) more than 50 percentage of restaurant business failed during the first three years of operations, There are many reasons which

may cause the failure of a business in the beginning of operations, such as a wrong concept of product or service, lack of knowledge of market analysis, shortage of management experience and incorrect evaluation of financial control, In order to avoid a financial disaster a detailed clear business plan is needed for the entrepreneur.

A proper business plan will give the entrepreneur a clear picture of how to set up a successful and profitable enterprise step by step, no matter which type of a corporation is going to be formed, no matter whether it is a large multinational corporation or a small business company, you or your cooperator will need to process it.

1.1 Background of the study

Helsinki, the capital city of Finland attracts investors from all over the world to do restaurant business, Besides, there is a huge variability of food culture in the great Helsinki areas as most of the population of Finland is gathered in this area and the people from this area are more open minded and have more enthusiasm to try different type of food than the other areas of Finland.

Development of food trends in Helsinki has been remarkable during recent year, not only the way of serving food, also the flavors of the food, street food and fast casual are not new things anymore, with the rise of food delivery service company, you will have more choices than pizza with a low budget, home delivery service, for the flavors of the food you can choose more alternatives than ever.

The industry generates over €5.2 billion a year in taxation for the Finnish government. 5.4 % of the total taxes and tax-related fees collected by the government are generated by the industry. The Finnish hospitality industry accounts for 3.8% of Finland's GDP, which is more than banking and insurance or the forest industry. (mara, hotelli- ja ravintola-alan taskutilasto) year

1.2 Aim and structure of the study

This thesis aims to create a valid realistic business plan for a Japanese fashion restaurant in Helsinki area, it will inspire those who are willing to open similar type of a concept restaurant, it will also give me a practice of how to make a real business plan for my concept, in addition, it will also benefit me if someday I will start one with realistic.

The thesis structure is be made up of two parts, the theoretical section mainly introduce the type of a business plan, the concept of a business plan, a product and service description, market analysis, employee structures, marketing segmentation, and financial statements, In the practical section will be based on the investigation of a real case, in order to avoid the misleading outcomes of the study, I will combine the primary data and interviews together to make the summary.

1.3 Motivation of the study

A sushi restaurant is not a new concept in the food restaurant business and recently there have been more and more sushi restaurants opened in different districts of the Helsinki area, Due to that there is large number of sushi restaurant in the area, there is also a lot of competitions between each other, thus the concept and marketing segmentation will be very important when you get into this market. As people start to accept sushi as their daily food, a small number of people know other Japanese cuisine and other types of restaurants in Japan, however since recent years food development people are willing to explore other Japanese cuisines than only sushi, In addition, there are some restaurateurs with a good business vision who have already been trying to bring this concept to their business, therefore this study is very realistic and useful for the people in this business filed in the future.

1.4 limitation of the study

There is no perfect research and plan in the business, there are always some limitations and restrictions in this study restriction include:

For the theoretical study a business plan is quite a big topic which covers many aspects, so in this work only some aspects be presented.

The empirical study is mainly conducted as some interviews and primary data analyse, sometimes it is hard to get the primary data and difficulties to approach all the target customers near the location, which we want to do the research.

Except for the limitations above, there are some limitations for me as a beginner in making such a practical business plan and research in the point of view an entrepreneur, in addition, as a foreign student in Finland there are also some difficulties and challenges to go through the research which also may affect the accuracy of the outcomes.

2. BUSINESS PLAN INTRODUCTION

2.1 Business plan

Business plan is a documented company's manual, it is blue print of your company's business process and activities. To create a successful business plan which consists of some key elements; business idea elements which shortly present the business's goals and objectives; the ownership and legal form of the company, the product and services elements which describe the features of a product and a service; marketing elements which describe the customer profile, market potential, competition, marketing mix as well as financial statement and forecast. (Restaurant Manager Handbook Brown 2007, 111)

2.2 Business plan type

Business plan has many visions, there are several types of business plans, for example a

start-up business plan which mainly consists of describing your business product and service that you will provide, market analysis, management team, financial forecast and income statement. The internal business plans are written to evaluate a proposed project, providing information about market analysis, marketing strategy, the operational cost and the profitability of this project. The strategic business plan will provide a detailed mission statement of what the company current goals are and the way of implementing them, a strategic business plan gives everyone a clear map of the way of doing it, inspiring everyone to work together to make the goals realized. A feasibility business plan mainly focuses on describing the product and service of the company.

<http://smallbusiness.chron.com/6-types-business-plans-2591.html>

2.3 The reason to prepare a business plan

To establish new business or expand an existing one, it is very important to set up one business plan.

First, the business plan allows you to make draft of your business activities on paper which make you detect any obstacles and problems before putting the money into the real market place, this will help you to avoid many mistakes when could happen in the business activities.

Secondly a business plan will make you feel more confident in establishing and operating the business, it will show you market place, your customer groups and your business idea, product, service to fulfil your customer, what added value you can provided comparing with your rival in your place or market in the similar field.

Thirdly as a business is a dynamic process, the long-term health of a business cannot simply depend on a plan, and not everything will occur as predicated, but during the process of creating a business plan the necessary understanding of the market and

knowledge of the business will be acquired, which enables the operator to adjust the business according to a realistic situation.

Last but not a least a proper business plan will give a detailed financial analysis of business operations, it will show the cost of ingredients, the rental of working premises, purchasing machinery, the employee's salary cost, the marketing expenditures etc. building up these financial calculations and forecasts is a tool to connect you with the bankers, potential investors and business partners, you can communicate with them more easily,

In this way, they will know what you trying to do and how you going to do it, once they know the reasons behind your ideas, they will be able to help you better.

(Robert Brown the business plan workbook 6th edition 7)

2.4 Entrepreneur

An entrepreneur is someone who recognizes an opportunity to start a business that other people may not have noticed and jumps at it.

The French word entrepreneur is used to describe someone who undertakes any project that entails risk, legal, political, as well as economic, eventually it has come to mean someone who starts a new business -often a new kind of a business or a new way of doing business. (mariotti, 2012,4 entrepreneurship&small business management)

2.4.1 The reason of being an entrepreneur

A. Independent

To be an entrepreneur, you can arrange your own working time, make the working schedule to your plan, it is unnecessary for you to work at same time same place day

after day but more flexible way, you can do more creative, innovative thing than anyone else.

B. Self-esteem:

That makes you feel more satisfactory of accomplishment of something you want.

A. Financial rewards:

Through establishing a corporation to provide innovative product or service which makes the entrepreneur to have a continuing stream of earnings. It is also the key to wealth.

B. Sense of achievement:

A successful entrepreneur is passionate about what he has been doing, when they create something innovative it will make them feel a sense of achievement.

2.4.2 The traits of successful entrepreneur

A. Tenacity:

To become a successful entrepreneur is not an easy thing to do. Because business is full of obstacles and problems, you need to have full of determination of how to defeat those difficulties, and when there is failure of some project you will need to keep trying to accomplish it in many ways until you find the right way of doing it.

B. Passion:

Many people might think that becoming wealthy is the motivation of successful entrepreneurs, but in fact most entrepreneurs claim that the powder for them to moving forward drives from the passion for their product or service, there is belief that is the product and service will succeed, supporting them to go through the tough times.

C. Vision:

A very important trait of an entrepreneur is that he should have the vision to find out the potential market, to explore the opportunity, entrepreneurs often have very sensitive and sharp vision in identifying the niche markets.

D. Self-belief:

You have to be very self-confidence of your product and services, after you have done some research about the target customer groups and market, you will need to believe in the strength of your company' product and service.

E. Flexibility:

It is very common that your initial business idea does not fit the target market or the target customer, you need to make some changes to your product or services to the customer's wishes.

<https://www.entrepreneur.com/article/230350>

3. THE STRUCTURE OF BUSINESS PLAN

The business plan is not only presenting the final goal of the company but a guide to showing how the business can be developed in the future, the business idea, business strategy, tactics and operations are important elements in a business plan, and a well written business idea will make the entrepreneur, partners, co-operators to come up with business decision more easily. Every business plan is different with each other, however,

there is common theme among all, which is to integrate all the small elements into a whole story, in a coherent and consistent way.

A standard business plan for a restaurant should include the following content: the executive summary of the business plan, a description of the business idea, restaurant concept, your product and service, type of business legal forms, employee, marketing, an operation plan and a financial plan. (Graham, 2004, 8 guides to business planning)

3.1 Business idea

The restaurant business idea should be clear and realistic. Answering a few questions can help you to build up the basis of your restaurant business idea: where is business located, what product and service you will provide, what are the concrete business goals you want to achieve, what make you different with other competitors.

Specific:

You need to describe where your restaurant is located, how the location benefits your restaurant, who is target customers, who would be your potential customer in that areas, and is there some way to expand the customer scale?

Measurable:

You need to find ways to measure your goals achieved in the short-term and long-term in either the sales volume, or the number of customers you can get during your defined time, how much profit you can get from that time. You must set concrete and realistic goals for it.

Attainable:

It is essential to create a precise strategy to fulfil the goals to be attainable. There are

many possibilities to make your goals unattainable, for example, the level of your product and service is not fulfilled as you expected, the shortage of kitchen staff and cashier will affect the quality of food and service that the customer perceived.

Realistic:

The business idea should be realistic. For example, it is impossible to the heating system to South African, you won't expect two employees to serve more than a hundred of people at the same time. You should set a possible number of customers you can serve during a certain time, then you can decide how to arrange the number of employees, the operation process and the kitchen equipment for example.

Timely:

Timing is also a critical element of any business idea. You should choose the right time to enter the market. If entering the market too early, then your product will be possibly too foreign to the customers, but if entering the market too late, then you will be facing too much competition in this field, so as a result it is very important to choose the right time for entering the market.

3.2 Restaurant concept

There are many different types of restaurant concepts, the restaurant concept has to clear and clarified, because the business concept is a hub of the other elements of your business plan, the restaurant concept will affect many other elements of developing of your restaurant business, the type of food, the type of service, the menu design, price, size and seating capacity, furnishing style, operation hours etc. All those elements should correspond to the theme of restaurant concept. Below there a few popular restaurant concepts today are explained.

Fast food restaurant

Fast food restaurant is most familiar type of restaurant for most people, Fast food restaurant uses the counter service, which means that after customer has ordered the food from counter, the food ready-made will be delivered from the kitchen straight way to the customer without any other extra services. This restaurant concept mainly highlights the speed of service, convenience and cheap prices. Most of the fast food restaurants are franchised.

Buffet restaurant

Buffet restaurant is also one of popular restaurant concepts, a meal where customers serve themselves from a variety of foods which either are set on a table or a sideboard which can limit the need of employees so that labour cost for the restaurant can be controlled, in addition, people can choose whatever they want to eat and without any limitations.

Family style

Family style restaurant concept is casual style dining offering table service, non-disposable dishes, reasonable prices, classic cuisines with featured food and some individualized sauce and decoration, the furniture and atmosphere are cosier and inviting that fast food restaurant.

Fine dining

Fine dining is more delicate in the presentation of the food, the design for menu, the decorations and the atmosphere of the restaurant, the dressing of the service people to the service procedures, also the requirements of food and service are more fastidious, and the prices are also relative higher than in other type of restaurants.

(<https://www.thebalance.com/types-of-restaurants-2888525>)

3.3 Product and service

The product and service descriptions section should be written in detail as possible. In this section, you shouldn't use indefinable words to describe your product and service, the emphasis should focus on the description of superiority of the product and service. What competitive advantage your product and service has? which makes your restaurant distinctive from the other competitors in the same area, if your restaurant product and services are relatively new to the customers, you should write the explanation of what your product and service provided to the customers, if your restaurant product and services are the same as other competitors you should write the advantages of your restaurant's food and service.

Menu plays a very important role in this product and service section, the menu displays what major products the restaurant provided, the presentation, the ingredients, the prices, the portion sizes will all be shown in the menu. In addition, the menu also shows the scope of the food varieties which affect the categories of kitchen appliances and the number of kitchen employee as well. (Robert. Brown. The business plan workbook 53-55)

3.4 The business legal forms and ownership

The choices of legal forms of a company and ownership are critical part when you start up a new business. There are many business types which decide the need for capital, the number of people who are involved in the establishment and operations of the business, taxation and responsibility matters. In below there are some descriptions of each type of business forms

Private entrepreneur

It is one of popular type of business form in Finland. There are one or two founders, very little capital needed, the entrepreneur is responsible for the business with his/her personal property. Some of the earning are taxed as capital income, some as earned income, the

entrepreneur take responsibility for the business.

General partnership

There are at least two responsible partners, the partners have to sign a partnership agreement which should define the distribution of profits and losses, the managing director, the terms of dissolution and continuation of the partnership. Taxation is the same as for private entrepreneurs.

Limited partnership

The number of partners is the same as in general partnership, the differences that a limited partnership has one partner who takes the responsibility and the other partner, a silent partner does not take the responsible for the company's debts. In addition, this limited partner does not have the right to make the company's decisions, he only invests the money and takes the profit shares from the company. A partnership agreement should be drawn up before forming the company.

Limited liability Company

There are one or more persons as founders in this type of a company. In addition, there is some capital requirements of forming this type of a company. For limited liability companies the sum of money needed is 2500 euro, and 800,000 for public limited liability companies. Decision is made by general meeting, managing director and board of directors. The profit distribution includes the dividend income and salary. A limited liability company pay 20% tax on income.

Cooperative

Requirements for the number of founders are at least one person, decisions made by general meeting and the managing director and the board of directors. The purpose of cooperative company is to provide services to its members instead of seeking maximum

profit.

3.5 Personnel structure in restaurant business

Personnel is a very important asset for a company, especially in the restaurant business. Flat organizational structure is usually used when the size of a business is small, which can delegate more authority to the staff to react the daily matters quickly. In consideration of labour costs, the company can hire one or two persons in working shift for each station at an early stage. (Robert brown, 2007, 784-790 the restaurant management handbook)

4. MARKET ANALYSIS

4.1 SWOT analysis

SWOT analysis is a very powerful tool for analysing the internal and external environment for a firm, SWOT analysis includes the strengths and weaknesses analysis as well as opportunities and threats analysis. The strength and weakness analysis is usually related to the analysis of the firm itself, and the opportunity and threat analysis related to the business environment changes outside of firms. However, they are relevant to each other. (Graham Friend and Stefan Zehle Guide to business planning 31-41, 85-87)

The strength and weakness analysis

The strength analysis helps in identifying what competitive advantages of a firm has compared to rivals. Strengths may be including better food quality, better design and restaurant layout, and any other strength like offer lower-priced menu. Weakness analysis include the ideas of how you want to improve your restaurant, like the sufficiency of restaurant's suppliers, or perhaps the inventory management is not good enough, the

employee is not as skilful as you want, the marketing strategy need to improve.

The opportunity and threat analysis:

The opportunity analysis should be related to the following matters, looking for interesting trends, being aware of the changes of technology in the business field which can expand your market size, being aware of the changes in government policy and regulations and so on. Threat analysis is an analysis for looking for the obstacles of your business, the changes of competitors or financial problems.

4.2 Market analysis and strategy

Market analysis and strategy are essential parts of a business plan. When you get into a certain market to begin your business in the restaurant filed, you have to make some analysis of who your customers are and where they are, as well as what features they have in order to understand the customer's consuming behaviour and define the customer's needs, you will need to do market research. There are two different kinds of market research, qualitative research and quantitative research, there will be more description in chapter x, through the market research we will know who is our customers around this area, and who is our potential customers in other area.

Figure P3.1 Elements of a business strategy

4.3 Marketing mix

Marketing mix also known as the four P's is defined as a set of actions and tactics that entrepreneurs used, in order to enhance the image of the brand and increase the sales volume of the products or services. Marketing plans are developed based on the four P's establishment. There are four major components in the marketing mix (John R Restaurant from concept to operation 429-445)

4.3.1 Product

A product can be tangible or intangible, the tangible products included the physical product, intangible products are for example services and when you are selling them you need to think about the features and benefits your customer gets, in addition, when you sell the product or a service, the aim is not only to sell but build an image to your current customer and your potential customers.

4.3.2 Price

Price is one of important and useful tactics of increasing the sales volume, but it is not the only thing the customer will consider when they make a purchase. The marketer should make research about the product value that customer perceives before setting the price for the product and the service. Also, pricing strategy is determinant to the sales volume also make the calculation for profit margin of the product before you set the price? Because price elasticity demand show responsiveness of the quantity demanded of a good or service to a change in its price.

4.3.3 Promotion

Promotions are strategies and activities which can be used to enhance the image of restaurant among the consumers. The purposes of promotion can be to build up brand loyalty among the customers, to make the one-time buyers to be a regular customer and to improve the customer perceptions of the restaurant.

There are some ways of doing that for example: online advertising, TV, newspaper, social media, magazine and public relationship.

4.3.4 Place

Place or location of a restaurant is one of most important area in the four P's marketing mix, because that determine whether your product has easy access to be approached by

the customer. The location of the restaurant must be in a place where your customer can easily find it, establishing a good distribution channel can make restaurant's food to approach the customer in a more easy and convenient way.

(The guide to business plan, 2004, 99-103)

(The business plan workbook)

5. FINANCIAL PLAN

Financial plan refers to three primary financial statements which are the balance sheet, income statement, cash flow statement, in those financial statements you can see profit margin, return on investment, the break-even point of the company, cash flow, return on owner's equity, Data which reflects the past, the present, and the future financial conditions of the company can help you to make an estimation of the company future development direction.

5.1 Income statement

The income statement is a report of measurement of financial performance, also known as the profit and loss statement, it must be made for each quarter and each year according to generally accepted accounting principles, It shows revenues, expenses and net profit of the company, and it is divided into two, the operating and non-operating sections. The revenue is included in the net sales, gross income and other incomes and expenses are included in the costs of sales, selling, general expenses, special items and other expenses, net profit, gross profit, operating profit, per-tax profit, after-tax profit, for the operating section shows the revenue and expenses related to company's regular activities, in non-operating sections. the non-operation section shows the revenue and expenses which are not associate with the regular operations such as the sales and investments.

5.2 Balance sheet statement

A balance sheet statement shows a company's assets, liabilities and owner's equity. It consists of three parts: one is assets which equal to liabilities plus owner's equity, assets are the things which are used to operate the company, including the current assets like accounts receivable and inventory and the non-current assets which cannot easily be turned into cash, tangible assets such as machines, desks, buildings and so on and intangible things such as copyrights and brands names.

5.3 Cash flow statement

Cash flow statement means the amounts of money that coming in and go out of your business within a certain time, including the collecting time for one accounts receivable, how bills are paid, when suppliers are paid. The cash flow statement shows you the specific goals you want to achieve.

<http://www.investopedia.com/university/business-plan/business-plan7.asp>

6. METHODOLOGY

6.1 Introduction

This study is about whether Izakaya restaurant can be operate successfully in the Kallio area in Helsinki, and to demonstrate the feasibility of this idea, a business plan must be created. The process of creating a business plan needs a systematic, comprehensive research in the following aspects: population demographics in this area, competition analysis, local resident's preferences for the restaurant, their attitude toward Japanese cuisine, in the kallio area in Helsinki.

This research consists of two sectors, the theoretical study and empirical study, both qualitative research and quantitative research will be used to conduct the outcome of this study, qualitative

research mainly be used to form the theoretical part and quantitative research will be used for empirical part, in qualitative research.

6.2 Secondary data

In the theoretical study of the thesis, observational research method was used to collect information about the selection of restaurant locations and to explore the direct competitor's restaurant and indirect competitor's restaurant nearby. Therefore, secondary data is applied to make comparison between the direct and indirect competitor's restaurants including price, product, environment and atmosphere, Moreover, the feedback and evaluation from the consumers of their restaurants. The secondary data is mainly collected from official websites and the social media.

6.3 Primary data

In the empirical study, the quantitative research method is used, because statistic research is usually conducted by structured techniques such as a restaurant survey, due to the scientific method of research generated randomly from a sample population without any bias, the results that quantitative research are objective and reliable.

A restaurant survey was used to collect primary information from local resident, questions in this survey consist of mainly four parts: In first part the respondents provided background information about themselves. In the second part the questions are mainly related to the local resident's general dinning habit such as their frequency of eating out, the budget of their lunch and dinner. In the third section, they are asked about their preferences of restaurant elements to make them become repeat customers, the reason for dinning out, the favourite cuisine, which types of restaurant they usually choose for lunch and dinner. In the final section, the questions were asked about their attitude toward sushi and Japanese food, the motivation of eating Japanese food, their expectation toward the restaurant's decoration, atmosphere, music, menu and their favourite promotion ways.

6.4 Sampling

For sampling method, I used the stratified sampling to make the restaurant survey, which is similar to random sampling but superior to random sampling because it decreases the sampling error. In the beginning I try to give the restaurant survey people who passed by the Hakaniemi railway station and Sörnainen railway station, the result is not as well as I expected, because a lot of people are in hurry to catch the path, thus many people either are not pleasure to complete the questionnaire or just perfunctorily give the answer to the questions, in this way we could not get the actual answers from the respondent, therefore I change the restaurant survey's strategy, I asked for the permission from one of my friends who is one at the restaurant in Kallio area to give the questionnaire to restaurant customers from 3 pm until 9 pm and this time the result was quite good, people were very pleased to give feedback and filled up the questionnaire.

At total of 80 copies of questionnaires was given to the customers in the restaurant and I used the stratified sampling for making the analysis, I divided the group into three by age, the first group is less than 25 years old, the second group is from 25 to 30 years old, the third group is from 30 to 45 years old, and I randomly picked 20 people from each group to make the analysis.

6.5 Data analysis technique

Two data analysis techniques were applied for this study, the single selection questions were analysed by Office Excel using column charts to represent the percentage of choices by different groups and then multi-choice questions were analysed by using SPSS software.

7. DEVELOPMENT OF THE STUDY

7.1 Executive summary

The Restaurant Manager's Handbook and the restaurant from Concept to Operation provide abundant knowledge and information on preparing a standard business plan, The

Restaurant Manager's Handbook gives ideas of consisting a template of a restaurant business plan, and the two books give me detail information about how to write a business plan including the restaurant type, concepts, location, profitable menu design, food purchasing, restaurant interior design and marketing plans.

[Izakaya](#) restaurant that we are planning to open is an informal Japanese gastropub, it is quite modern and trendy Asian fusion restaurant type in Helsinki now, Research shows that there are only two restaurants restaurant Tokyo 55 and Umeshu, where have the same restaurant concept with our planned one. Our goals are to provide our customers with high quality food, a well-designed menu and extraordinary service and in addition we want to build up an image of an ethnic Asian fusion restaurant in the Kallio area.

The personnel are a key element of the business plan. Our personnel resources will be the two-possible owner and two senior employees in the restaurant business field, one owner is well-educated graduate student from Haaga Helia in Business Administration who has good skills on customer service and financial accounting, another one is a graduate student from Haaga Helia in Restaurant and Hotel Management with many years of restaurant kitchen working experiences, Also the two senior employees have worked in restaurant front service and kitchen respectively.

7.2 Business concept

7.2.1 Mission statement

Forest Izakaya will be the first Izakaya theme restaurant in Helsinki Kallio district where our customers can enjoy the food from the sense of vision to the sense of taste, because all our food ingredients are carefully selected and processed by a highly trained chef to present the food in a most beautiful way. People can enjoy a variety of alcohol and non-alcohol beverages like [sake](#), [shochu](#), wine, beer original from Asian and Europe which match the food perfectly.

The majority of the target customer groups are from 18-40-year-old people who are interested in Asian food culture. In the lunch time, we provide the customers with a nutritional sushi sets of several different choices, and special **Ramen** every week, the Miso soup is always given for free as our added value to our customers, in the evening time after work the residents from Kallio area can taste some drinks and the authentic Asian fusion food in our Izakaya restaurant. In addition to the nice food quality we provide, we also have extraordinary service and more affordable prices than other competitors in this area for our customers.

Our employees will also have a cosy working atmosphere, suitable kitchen appliances, clean working premises and the freedom of creating new recipes with permission, which fit one of our purposes that make the employees feel relaxed in our place so that our employee can provide the customer with gentle service as well.

7.2.2 Business goals and objectives

There are short-term goals and long-term goals and before the restaurant open we need a short-term goal:

- find a proper premise
- make the interior design and renovate
- purchase all equipment necessary
- define a profitable menu
- find suitable employees
- get the funds ready

After the opening, there will be our long-term goals: weekday sales volume at 800 per day and weekend 1200 euros per day.

7.3 General description of business

Forest restaurant will be an Asian fusion restaurant, located in Helsinki Kallio area, with 200 square meters and 40 seats. The legal form of the company will be a Joint partnership with two major partners. The restaurant will be open the whole year, with one month holiday during the summer time. The restaurant will be family style dining which belongs to one kind of casual style dining, offering the customer moderately priced sushi sets, a few selections of classical Asian cuisines and a few of side dishes with rich flavours.

7.4 Features of product/services

The restaurant offers the lunch set menu and a la carte menu for dinner, the lunch menu consists of five different options: option 1 is 12 pieces sushi of the day, option 2 is 16 pieces sushi of the day, the ingredients of those two options are changed every day for our customer to taste the sushi with different flavours. Option 3 is 10 pieces of sushi, named nigiri mix which is designed for the customers who like the different nigiri. Option 4 is named salmon-avocado and consists of 3 pieces of salmon nigiri, 3 pieces of avocado nigiri, and 4 pieces of Geisha maki rolls. Option 5 is named salmon deluxe, which consist of 4 pieces of salmon sashimi and 6 pieces of salmon hosomaki.

In the dinner, the a la carte menu the restaurant has includes starter such as: Gyoza with ponzu dipping sauce Hiyayakko with ginger and ponzu sauce, char siu with BBQ honey sauce, marinated Edamame with sea salt, wakamme salad with sesame seed, chicken yakitori with teriyaki sauce, sashimi mix, tiger prawn tempura. Main course: 10 choices of maki rolls, 5 choices of sushi set and 8 choices of pairs of nigiri. Dessert menu: green tea cheese cake, and green tea ice cream. For the drinks, we offer some selected soft drinks like green tea, peach, plum flavour, a wide range of alcohol beverage such as Japanese sake, umeshu and selected wines from European countries.

The menu design and the quality of our food will be the features of the restaurant, due to the restaurant's theme our product mainly are sushi and other Asian foods and side dishes. Rice, vinegar and mirin that we use is premium quality from Japan, as well as other Asian food products, besides we also try to use some local ingredients and other special ingredients into our recipes, like the cream cheese, avocado, smoked salmon, mayonnaise, marinated fresh water fish and so on, so in some way the recipes that we create is integrated by the local food culture.

Another feature of the restaurant will be the design of the restaurant interior, the Izakaya restaurant concept is to provide the customer with a cosy and relaxed environment after a day with intensive work, thus the dining table and other furniture should be made of wood, for the customer seats sofas, the lighting effect should not be too bright, the colour motif should mainly consist of light red and bright yellow in order to create an informal and cosy keynote.

7.5 Benefits to customers

From the geographic aspect, the planned restaurant is located in Helsinki Kallio district. There is some buffet restaurant with sushi in this area. For the buffet restaurant, even if they provide an abundant choice of food, considering the cost of the ingredients their quality of food will not be very good. Based on the restaurant's location and defined restaurant concept, most of our target customers are office clerks, in the lunch time, the menu is designed as a set menu with several different options, which can satisfy the customers with different requirements. All of our ingredients are premium to ensure the quality of food and taste, in addition, during the lunch time we also offer our customer with high quality of miso soup and good coffee and tea.

In the evening, except for a wide range of starters and main courses that are served in the restaurant, all of our drinks are sold at lower prices than elsewhere in this district.

7.6 Legal form

The restaurant is legal form will be a general partnership, because in the beginning the restaurant scale will be small. There are several advantages for this type of a business form, there is no minimum capital needed only the partner's own investments, taxation way is same as for private entrepreneurs in which the profit is distributed among the partners and there will be two partners in this company.

7.7 Management structure and personnel

There are three partners in this company, one is specialized in financial accounting, another one is an expert of restaurant business with many years of restaurant experiences, specialized in making Japanese food and other Asian food and who also has the qualifications for serving alcohol beverages. The last one is good at customer service and art design, he can be responsible for the customer service, marketing and design for the restaurant logo, outlet of the restaurant menu, posters and so on.

Except for those partners in the company, the restaurant still need to have two part-time employees who are working as a waiter and cashier, since sushi are mainly made by hands, so one extra cook is needed to work in the kitchen to help the chef to do the preparing work.

8. MARKET RESEARCH

8.1 The SWOT analysis

Strengths

First, the strengths of this restaurant come from this restaurant's tremendous trendy business idea, secondly fresh ingredients and superior quality of food, professional and highly motivated staff, thirdly the selective menu make the restaurant unique among the Japanese cuisine restaurants, also the price are more affordable than another restaurant. The planned restaurant is highly cost effective, last but not the least, the restaurant will be located in Kallio district which is also most densely populated area in Great Helsinki area.

Weakness

There is also some weakness for this restaurant. First of all, the budget is limited, secondly the restaurant food quality highly depends on the main chef's personal performance. It takes too much time to train other staff to achieve that level due to there are always some unexpected problems in the restaurant business thus a new entrepreneur might find it difficult to resolve those unpredictable situations.

Opportunities

Various opportunities exist within the Kallio area, due to Kallio district being one of the most densely populated district in Helsinki area. In addition, most of young adults around 20-35 years of age live in this area and those kinds of people have the same features: they are more open minded and their acceptance level for new food trends is much higher than that of more aged persons, secondly sushi as one of fast developing food trends becoming more and more popular to local people in the Kallio area. Therefore, this is very possible opportunity to develop other Japanese cuisine as well, thirdly new food distribution way was developed, and there are already two food delivery companies now in the Helsinki area which deliver food to households in Helsinki. This service can make the restaurant's distribution much boarder than ever before, there is no need for people to come so far away from their homes to visit the restaurant and pick up their food.

Threats

Due to the low entrance barrier restaurant business is still quite competitive business and because of the rapid changes of food trends the restaurant business has a very short life-circle. There always are new direct competitors and indirect competitors merge in the target markets.

Strengths	Weaknesses
1. λ Professional and highly motivated personnel	1. λ Lack of experience as new entrepreneur
2. λ Trendy restaurant concept	2. λ Product quality highly depends on

<ul style="list-style-type: none"> 3. λ Unique menu 4. λ Superior product quality 5. λ Competitive price 	<ul style="list-style-type: none"> personal skill 3. λ Limited budget 4. λ Restaurant interior need to improve 5. λ Old fashion of house infrastructure
<p>Opportunities</p> <ul style="list-style-type: none"> 1. λ Established new food distribution company 2. λ A developing food trend 3. λ Expanding possibility 	<p>Threats</p> <ul style="list-style-type: none"> 1. λ The intensive competition among the restaurant 2. λ changes of food trend 3. λ Increasing number of Japanese restaurant in Helsinki

Figures 1 The worksheet for SWOT

8.2 The qualitative research

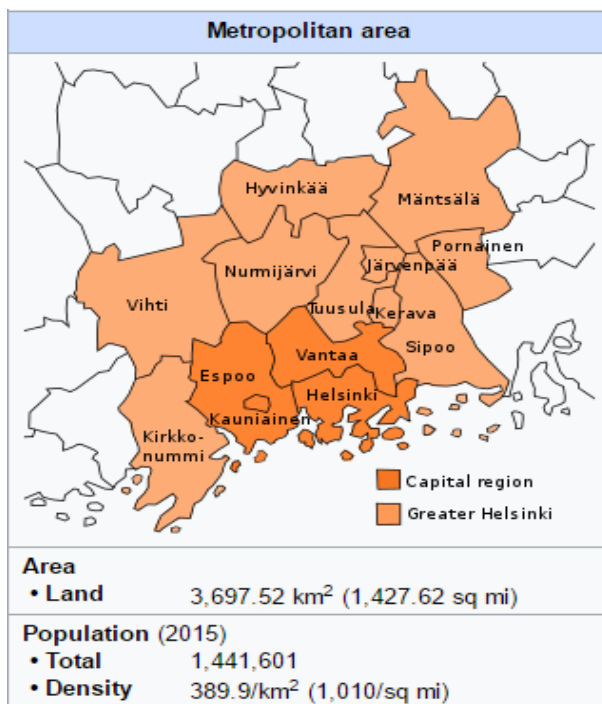


Figure 2 The map of Greater Helsinki area

https://en.wikipedia.org/wiki/Greater_Helsinki

Greater Helsinki is a metropolitan area which includes the smaller capital regions of Espoo, Vantaa, Kauniainen, Helsinki, where there are a total 1,441,601 of people.

As we can see from figure 12 the map of Greater Helsinki area, the capital region consists of the four municipalities of Helsinki, Espoo, Vantaa, Kauniainen.



Figures 3 The map of eight major district

From figures 13 The smaller capital region includes Helsinki, Vantaa, Espoo and Kauniainen, in which Helsinki area is divided into several major districts; they are Helsinki southern major

district, Helsinki western major district, Helsinki central major district, Helsinki northern major district, Helsinki north-eastern major district, Helsinki south-eastern major district, Helsinki eastern major district and Östersundom major district. In the small Helsinki municipality, there are roughly eight major districts in this area and the Kallio area is in Helsinki central major district, Kallion area is located at the central major district of Helsinki, which has population of about 27,051 is most densely populated areas in Finland, there are nearly 16,494 inhabitants per square kilometre in the district of Kallio.

The direct competitor in the Kallio district

There are several restaurants also making sushi and other Japanese cuisine in Kallio area, they are Roji, a Sushi Bar Rice Garden Kallio and Sakura ruoka restaurant, The first one, Roji restaurant is a family style restaurant located in the centre of Kallio area, another restaurant called Sushi Bar Rice Garden Kallio, which is family style restaurant nearby Roji restaurant and in the border of Kallio area and there is still one restaurant called Sakura ruoka restaurant which serves sushi and other Japanese food.

Below Figures lists competitors, their menus, their prices, location, interior design, number of seats, atmosphere and quality of food

Items	Roji Asian restaurant	Rice garden Sushi restaurant	Sakura sushi restaurant
Food variety	1 selection of Chef choice sushi set 10kpl, 4 selections of starters, 14 selections of Nigiris, 11 selections of Maki roll.	Lunch and dinner buffet included 8 selections of Nigiris, 8 selections of Maki roll, two selections of starters, 4 selections of Asian warm food for Lunch buffet and dinner. A la carte menu included two selections of 10 kpl	5 selections of Nigiris, 6 selections of Maki, two selections of starters, 3 selections of Asian warm food for lunch buffet.

		vegerian sushi set, two selections of 12kpl sushi set.	
Food quality	Medium	Medium	Low
Number of seats	20	60	30
Price	Starters: 5€to 11€ Sushi set:15€to 20€ A pair of Nigiri: 5€to 6.5€ Maki 8 kpl: 8€to 12€	Lunch buffet: 15€ Dinner buffet: 20€ Sushi set: 10€to 17€	Lunch buffet: 10€ Sushi set: 10€
Hours of operation	Week day: 11:00-20:00 Saturday and Sunday: 12:00-20:00	Week day: 11:00-22:00 Saturday: 11:00-22:00 Sunday: 12:00-21:00	Mon-Thurs: 10:30-19:00 Fri: 12:00-19:00 Sat-Sun: 12:00-18:00
Beverage variety	Non-alcohol beverage beer	Spirit: Brandy, Whisky, Gin Wine: Red wine, White wine, Sparking wine long drink cider beer non- alcohol beverages	Long drink Cider Beer Non-alcohol beverages

Service style	Family-casual	Buffet, casual	Family-casual
Atmosphere	Quiet, bright, clean	Quiet, dark, clean	Crowd, dirty, dark
Location	In the heart of Kallio area	In the centre of Kallio, besides the main street	Border of Kallio area, main street
Interior appearance	Modern Scandic, simple, wooden furniture	Modern Japanese, dark, wooden furniture	Traditional Japanese, dark, wooden furniture
Size	80 square meters	200 square meters	70 square meters

Figure 4 Restaurant competition analysis worksheet

8.3 Quantitative research

This market survey is analysed for three different age groups, which are < 25 years, 25-30 years, 30-45 years prospectively. As the people who are younger than 20 years old usually are studying at school or have just graduated from school, they either get financial support from their parents or get a low income from a part-time job, so those people are

not assumed to have much purchasing power or willingness to eat outside frequently. The second group of people from 25 year old to 30 year old young people mostly have already got into working life, their lifestyle may change as well, they might be short of time to cook at home or they may need have lunch in a restaurant where near their working place and have dinner with their friends outside; the last group are from 30-45 year old, those kinds of people have average higher income, more stable work and most important they may constituted a family with children so their lifestyle may change too, usually they don't have enough time for cooking they will be willing to dining in more fancy restaurant. Based on the reasons above I decided to make the data analysis according to my target group's age.

The total number of responses is 60, there are 20 people in < 25 year olds, 20 people in 25-30 year olds and 20 from 30-45 year olds, and the data is compared in percentages.

8.3.1 The general dinning habit in Kallio area

The following two charts show that the frequency of people dinning out in Kallio area, Chart 1 is the frequency of people eating out for lunch, Chart 2 is the frequency of people eating out for dinner. Both are analysed by age group.

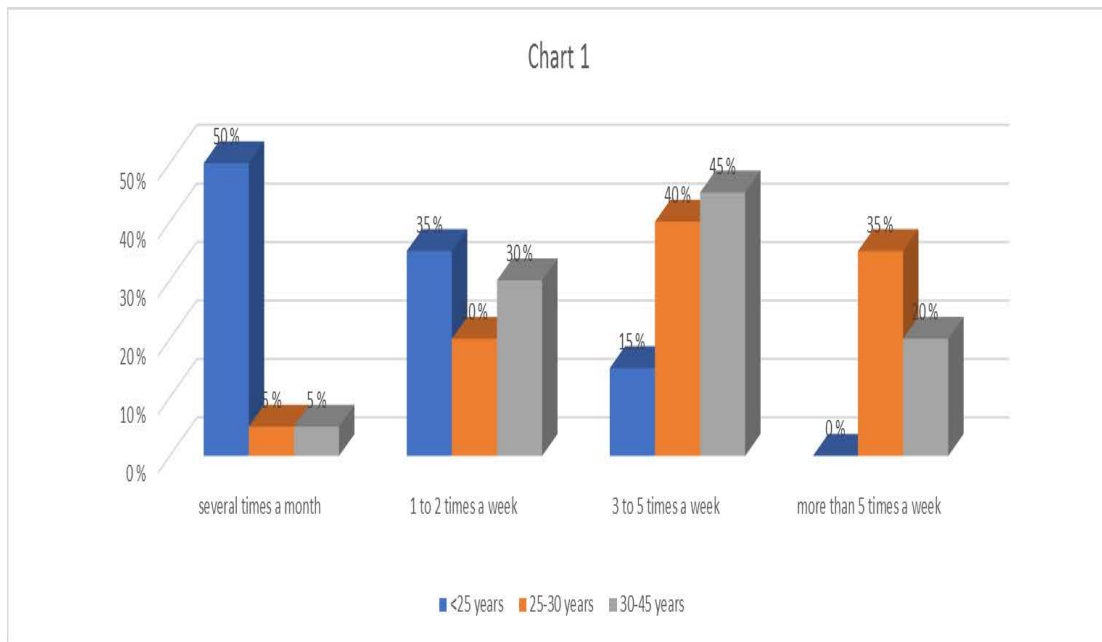


Figure 5 How often dines out for lunch

From chart 1 it can be seen that half of people in the less 25 year olds group eat out only several times a month, another half of them eat out 1 to 5 times a week. For the people who eat out several times a month, the youngest group have a larger percentage than the two other groups, the 25-30 year olds group and 30-45 year olds group only have 5%; for the people who eat out 1-2 times a week, the youngest group also has the largest percentage 35%, the other two groups are 20% and 30% respectively. When coming to 3-5 times a week, the less than 25 year olds group have the smallest percentage, 15%, the other two groups are 40% and 45% prospectively. For people who eat out more than 5 times a week, there is no one in the youngest group who eat outside more than 5 times a week but there are 35% in 25-30 year olds group and 20% in 30-45 year olds group who eat out more than 5 times a week.

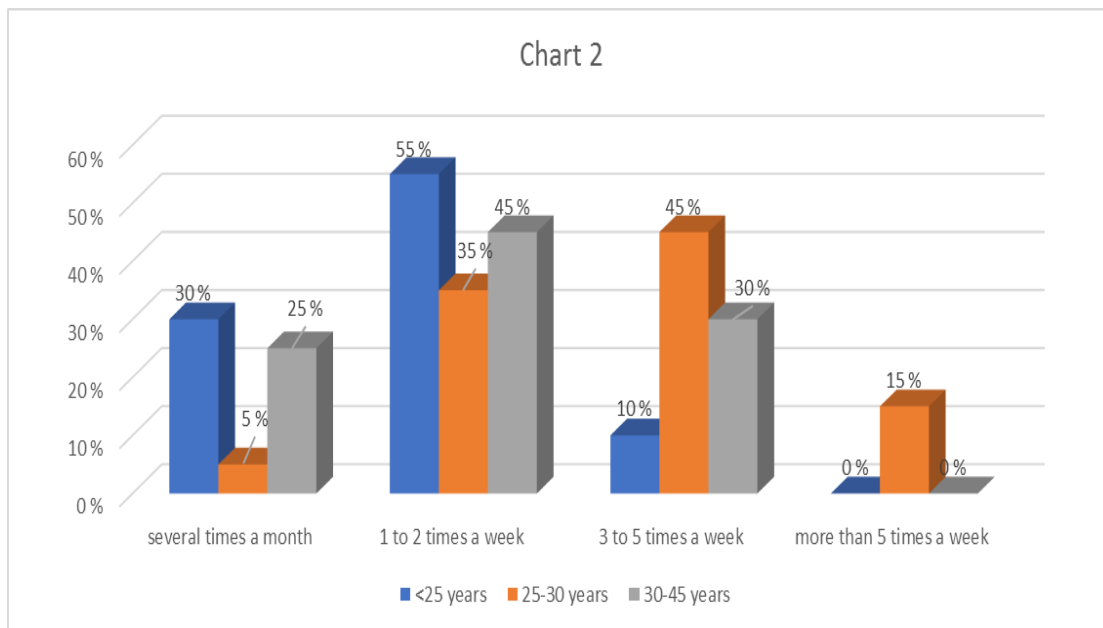


Figure 6 How often dining out for dinner

From chart 2 we can see the frequency of people who eat out for dinner, there are 30% people in less than 25 years old eat out for several times a month, the 25-30 year olds group has 5% and the 30-45 year olds group has 25% who eat out several times a month, for the people who eat out several times a month, the 25-30 years old people they have the smallest percentage; for the people who eat out 1 to 2 times a week, the less than 25 years old group have largest percentage 55% compared with 35% in 25-30 years old groups and 45% in 30-45 years old groups.

For the people who eat out 3-5 times a week, the less than 25 year olds group has the smallest percentage 10%, the 25-30 year olds group has 45% and the 30-45 year olds has 30% respectively; for the people who eat out more than 5 times a week, there is no one eat out more than 5 times a week in youngest group and oldest group, there are only 15% people in 25-30 years old age group who eat out more than 5 times a week.

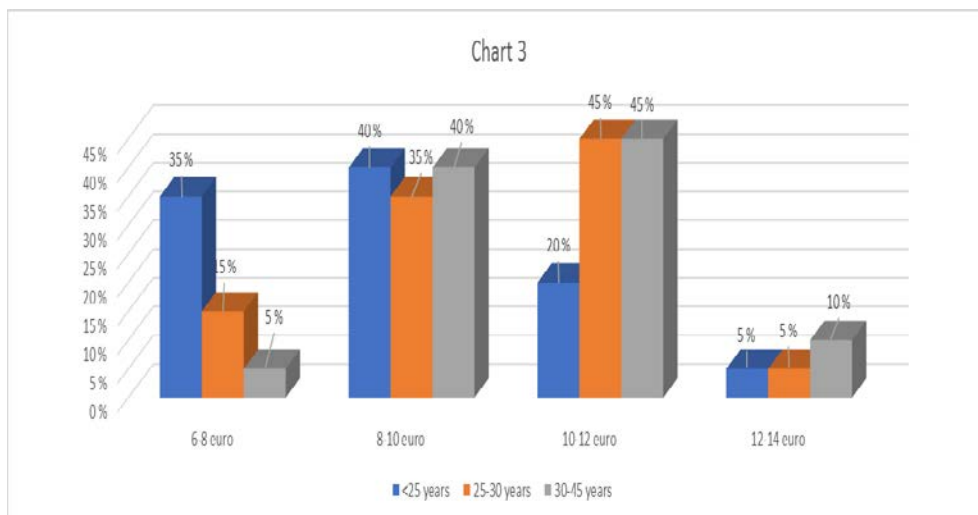


Figure 7 How much is budget for lunch

The chart 3 and 4 tell the people's attitude toward the idea price for lunch and dinner in Kallio area.

From chart 3 it can be seen that the majority people who are less than 25 years old are willing to spend less than 10 euros for their lunch, occupying 75% of total amount of them, there are 35% of who think 6-8 euros is their ideal price for lunch and 40% think 8-10 euros is their idea price for dinner, only 20% are willing to spend 10-12 euros for their lunch and 5% are willing to spend 12-14 euros for lunch. Also, when come to the 25-30 years old age group, half of people think 6-10 euros is their ideal price for lunch, another half thinks 10-14 euro is also affordable, even if there are more people in this age group who think 10-12 euros is most ideal price for their lunch occupying 45% of total and only 5% of them agree 12-14 euros is affordable for them.

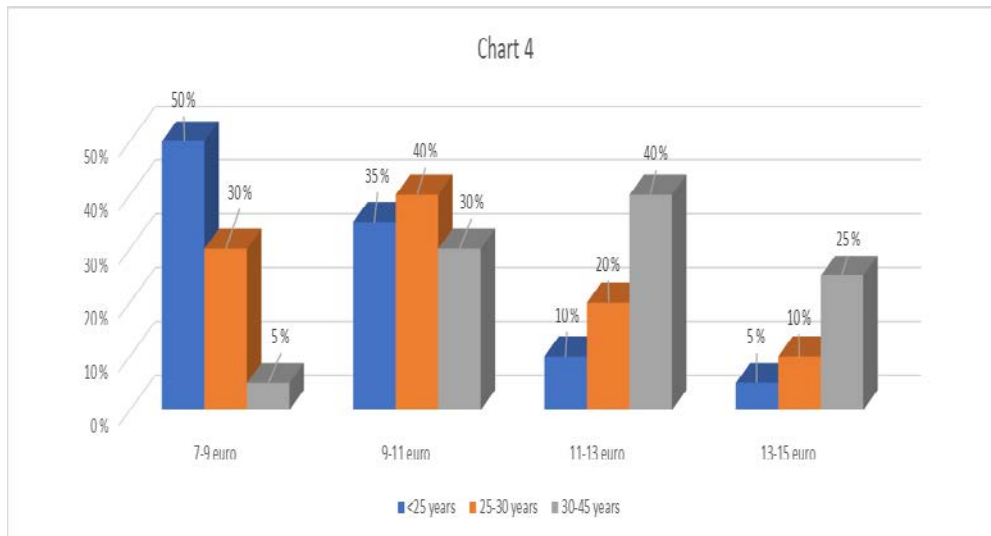


Figure 8 How much is budget for dinner

From chart 4, it can be seen that there are 50% people less than 25 year olds are willing to spend 7-9 euros for their dinner, another half of them are willing to spend between 9-15 euros. For people who are willing to spend more than 9 euros they still think 9-11 euros is the ideal price for them to have dinner and there are 10% and 5% of people less than 25 year olds who are willing to spend 11-13 euros and 13-15 euros prospectively. For the 25-30 year olds group 30% of people think 7-9 euros is a good price for dinner. There are about 40% of people who are willing to spend 9-11 euros for their dinner, this number of people are double than the people who are willing spend 11-13 euros for their dinner, so there are 20% of people in 25-30 year olds think 11-13 euros is the ideal price for them. There are only 10% of the people in 25-30 year olds are willing to spend 13-15 euros for their dinner.

For 30-45 year olds group, there are 5% of people are willing to spend 7-9 euros at dinner, there are 30% of people willing to spend 9-11 euros, there are 40% of people are willing to spend 11-13 euros which is the largest proportion in this age group. There are 25% of people are willing to spend 13-15 euros. It shows that the 30-45 year olds groups are willing to spend more than the other two groups when the price tend to be 11-13 euros and 13-15 euros.

The following questions are multiple choice questions which analysed by SPSS software:

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
what are the main reason for dinning out? you can choose three ^a	60	100,0%	0	0,0%	60	100,0%

Figure 9 The main reason for dinning out (maximum of three choices)

From Figure 5 it can be seen the main reasons for people to dine out and the frequencies of their choices. We can see the frequencies of good quality of food is the most frequent answer about 21.5%, this means that most chosen item is the quality of food, then second main reason for dinning out is liking the taste of the food about 15.8%. The third important reason for dinning out is a special occasion 15.3%, then the following reason are “don’t like to cook”, “to save the time, wide range of food choices and to get different experiences.

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
my favorite cuisines ^a	60	96,8%	2	3,2%	62	100,0%

a. Dichotomy group tabulated at value 1.

my favorite cuisines Frequencies				
		Responses		Percent of Cases
		N	Percent	
my favorite cuisines ^a	Southern European (spanish, Italy, Greek)	23	12,8%	38,3%
	Northern European (Swedish, Finnish)	26	14,4%	43,3%
	Western European (Dutch,French cuisine)	11	6,1%	18,3%
	West Asian (Turish, Iraqi)	33	18,3%	55,0%
	Southeast Asian (Thai, Vietnamese)	24	13,3%	40,0%
	East Asian (Chinese, Japanese, Korean)	40	22,2%	66,7%
	Southern African	11	6,1%	18,3%
	Latin American	12	6,7%	20,0%
Total		180	100,0%	300,0%

a. Dichotomy group tabulated at value 1.

Figure 10 Which types of ethnic cuisine do you prefer (maximum of three choices)

Figure 6 shows that several popular types of regional cuisine in Kallio area, we can see the number of time which Asian cuisine is chosen account for 53.8% of total amount, in which the East Asian cuisine is most popular one among the all Asian cuisines categories in all Kallio district. In all three Asian cuisine, West Asian food account for 18.3%, Southeast Asian account for 13.3% and East Asian account for 22.2% respectively. Then the second popular regional cuisine is the all European countries which account 33.3% of total frequencies. In there, Northern European Country's cuisine account for 14.4% which is the most popular in all the European countries. Then when comes to Southern African and Latin American those two categories of regional cuisines which account for 6.1% and 6.7% of total frequency respectively.

Case Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
which types of restaurant will you go for lunch ^a	60	100,0%	0	0,0%	60	100,0%

a. Dichotomy group tabulated at value 1.

which types of restaurant will you go for lunch? Frequencies

		Responses		Percent of Cases
		N	Percent	
which types of restaurant will you go for lunch ^a	fast food restaurant	19	16,0%	31,7%
	casual, family style casual	27	22,7%	45,0%
	cafeteria	16	13,4%	26,7%
	fine-dinning a la carte restaurant	12	10,1%	20,0%
	buffet	45	37,8%	75,0%
Total		119	100,0%	198,3%

Figure 11 Which types of restaurant will you go for lunch? (Maximum of two choices)

Figure 7 shows that buffet restaurant and family style casual restaurant are the two most popular types of restaurants in the Kallio district, 37% and 16% prospectively. This shows that people in Kallio district who eat out at lunch will mostly possible choose a buffet restaurant, but the family style casual is also popular one among all.

Case Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
which types of restaurant will you go for dinner ^a	60	100,0%	0	0,0%	60	100,0%

a. Dichotomy group tabulated at value 1.

**which types of restaurant will you go for dinner
Frequencies**

		Responses		Percent of Cases
		N	Percent	
which types of restaurant will you go for dinner ^a	fast food restaurant	23	19,5%	38,3%
	casual, family style casual	28	23,7%	46,7%
	cafeteria	8	6,8%	13,3%
	fine-dinning a la carte restaurant	37	31,4%	61,7%
	buffet	22	18,6%	36,7%
Total		118	100,0%	196,7%

Figures 12 Which types of restaurant will you go for dinner

From Figure 8 above indicates that the most popular restaurant type for dinner is fine-dinning a la carte restaurant, the second most popular one is family style casual restaurant. Their times to be chosen are 31.4% and 23.7% prospectively. For the fast food restaurant, there are 19.5% of people who are willing to eat at fast food restaurant for dinner. And there are 18.6% of people who are willing to eat at buffet restaurant for their dinner and there are only 6.8% of people who are willing to eat their dinner at cafeteria.

Case Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
what elements make you become a restaurant repeat customer? ^a	59	100,0%	0	0,0%	59	100,0%

a. Dichotomy group tabulated at value 1.

what elements make you become a restaurant repeat customer? Frequencies

		Responses		Percent of Cases
		N	Percent	
what elements make you become a restaurant repeat customer? ^a	price	15	8,4%	25,4%
	quality and value of food	34	19,0%	57,6%
	variety of food choices	15	8,4%	25,4%
	customer service	27	15,1%	45,8%
	cleanliness of whole restaurant	16	8,9%	27,1%
	the style of restaurant interior design	26	14,5%	44,1%
	the location of the restaurant	35	19,6%	59,3%
	the atmosphere of restaurant	11	6,1%	18,6%
	Total		179	100,0%

Figures 13 what elements make you become a restaurant's repeat customer

From figure 9, we can see that the elements that affect the people to come to a restaurant repeatedly. There are many elements that could affect one person's choice when they go out to eat. The location of a restaurant is most important element that affect people's choice occupying 19.6%, the second one is the quality and value of food about 19%, then the third and fourth important elements are customer service and the style of restaurant interior design which occupying 15.1% and 14.5% prospectively. Then the cleanliness of whole restaurant is 8.9%, the price and variety of food choices are the same with each other 8.4%, the last one is the atmosphere of restaurant which is about 6.1%.

Case Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
The motivation of eating Japanese food ^a	60	100,0%	0	0,0%	60	100,0%

a. Dichotomy group tabulated at value 1.

The motivation of eating Japanese food Frequencies

		Responses		Percent of Cases
		N	Percent	
The motivation of eating Japanese food ^a	different taste	17	14,2%	28,3%
	healthy	44	36,7%	73,3%
	exotic food culture	29	24,2%	48,3%
	curiosity	11	9,2%	18,3%
	reasonable price	19	15,8%	31,7%
Total		120	100,0%	200,0%

Figures 14 The motivations of eating Japanese food

We can see from figures 10 the frequency of answer is being chosen by the people who are willing to eat Japanese food. The healthiness is most frequent answer for the people who eat Japanese food which is about 36.7% of total number of frequency. The exotic food culture is second major motivation of eating Japanese food which takes about 24.2% of the total frequency. There are 15.8% chosen on the reasonable price and 14.2% chosen on the different taste than other food.

Case Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Three most effective ways of promotion to a new restaurant ^a	60	100,0%	0	0,0%	60	100,0%

a. Dichotomy group tabulated at value 1.

Three most effective ways of promotion to a new restaurant Frequencies				
		Responses		Percent of Cases
		N	Percent	
Three most effective ways of promotion to a new restaurant ^a	social media	33	18,1%	55,0%
	newspaper	13	7,1%	21,7%
	local magazine	15	8,2%	25,0%
	offer discount price	8	4,4%	13,3%
	public event	39	21,4%	65,0%
	flyer	14	7,7%	23,3%
	word of mouth	37	20,3%	61,7%
	poster	13	7,1%	21,7%
	television	10	5,5%	16,7%
Total		182	100,0%	303,3%

Figures 15 Three most effective ways of promotion to a new restaurant

This question is which three kinds of ways of promotion that you think are most effective to a new restaurant. From figure 10 we can see that public event which is most effective way of promotion in people's mind which have 21.4% then the second effective way is word of mouth which is 20.3%, the third one is social media such as "Facebook", "Instagram" about 18.1%, then the following ways of promotions are local magazine 8.2%, fryer 7.7%, newspaper and poster are the same about 7.1%, television is 5.5%, offer discount for food is 4.4%.

8.3.2 The general attitude for Japanese food

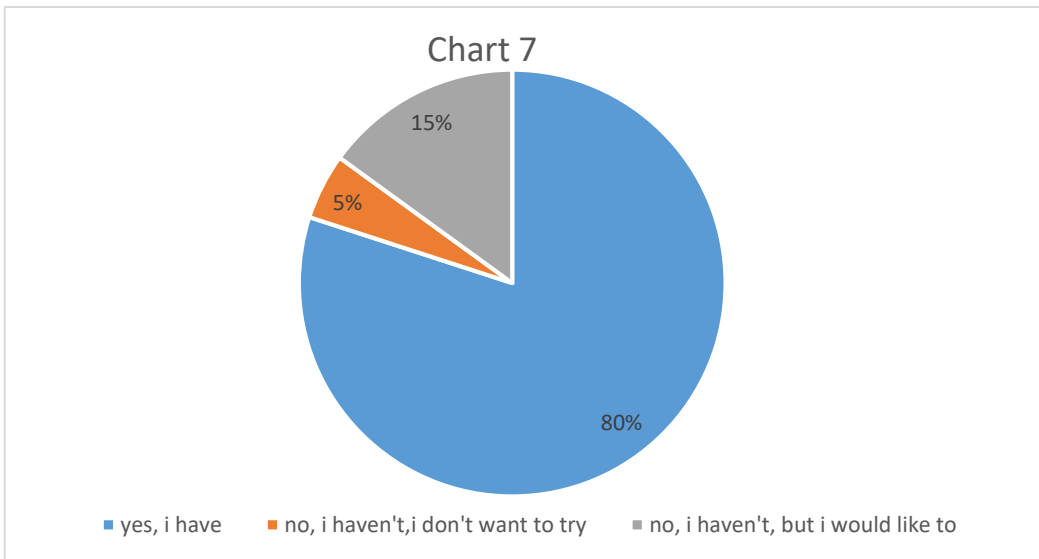


Figure 16 Have you ever eaten sushi before

From figure 16, we can see that there 80% of people who have eaten sushi before, there are 15% of people who haven't eaten sushi before, there are only 5% of people who haven't try it before and don't want to try, this figure show that the majority of people in Kallio area have eaten sushi before, only few number of people haven't try it before.

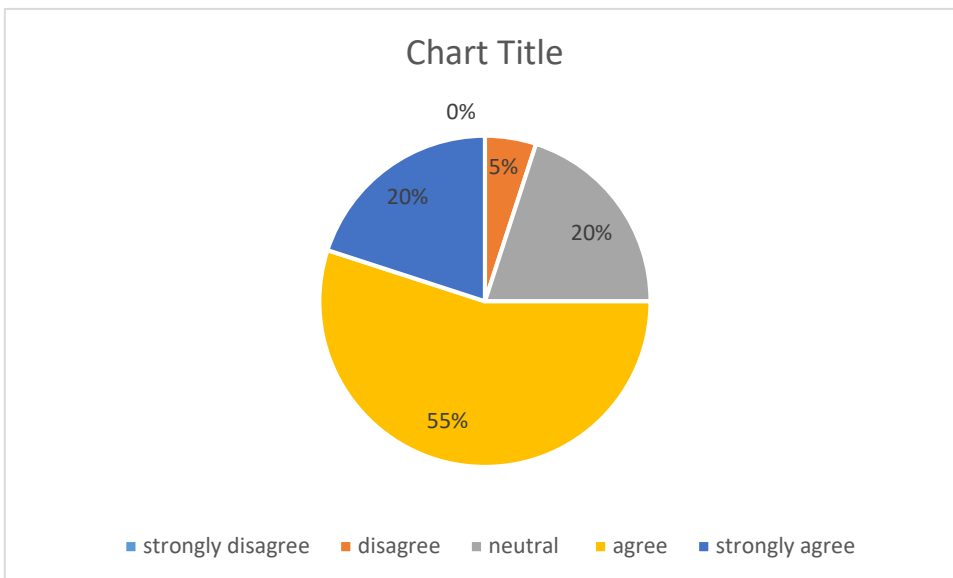


Figure 17 Do you agree that sushi is tasty food

The respondent will fill up this question, if choose "yes" in question 13, otherwise skip this question.

From figure 17, we can see that there are 55% of people who agree that sushi is tasty food, there are 20% of people strongly agree that sushi is tasty food, 20% of people choose neutral as their answer, there are only 5% of people who don't agree sushi is tasty food and there is no one strongly disagree that sushi is tasty food, that means about 75% of people think sushi is either tasty or very tasty food in their mind, only about 5% people don't like it after taste.

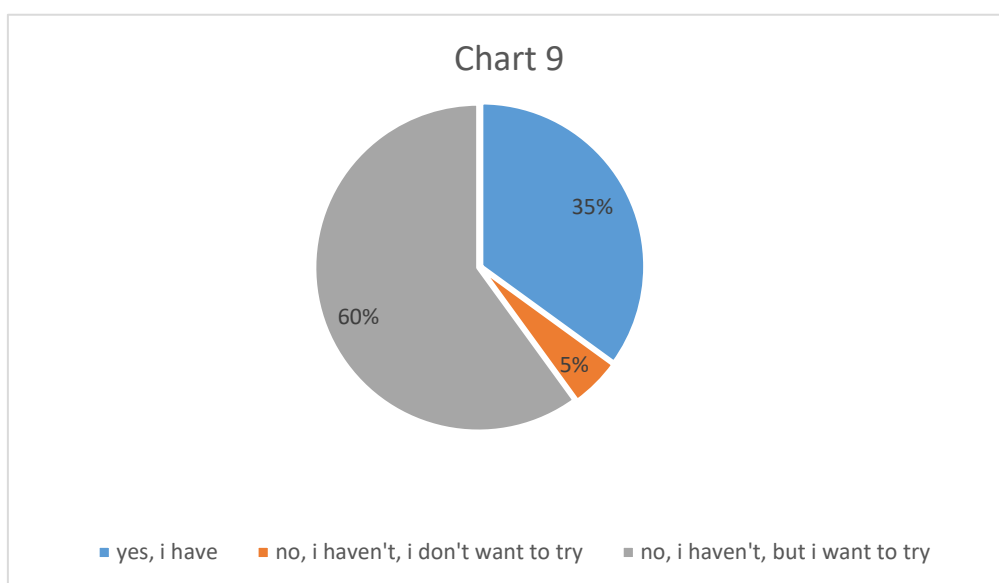


Figure 18 Have you eaten other Japanese food than sushi

From figure 18, we can see that there are 35% of people chosen “no, i haven’t, but i want”, there are about 60% of people chosen “yes, i have” and there are only 5% of people who chosen “no, i haven’t, i don’t want to try”, that shows that about one third of the total respondent have eaten other Japanese food before, besides more than half of people shows they interesting and willing to try, a very little percentage of people about 5% show not interested in it.

CONCLUSIONS

In this chapter, there will be some discussion about the findings of our research, as there are more and more sushi restaurants opened in Helsinki area, as well as more restaurant

offer the food related to Japanese cuisine, therefore, it can be assumed that there is niche market for Japanese food gastropub in Kallio area, it might need a Japanese restaurant, for this consideration, a business plan and research will be carried out to confirm whether this assumption is correct.

Through a market research about the general dining habit and the dining preference of local resident in Kallio area as well as the local resident's attitude towards sushi and other Japanese food, from this study some facts can be found out that most of people will eat out 3-5 times a week for lunch and 1-2 times a week for dinner, most of people have budget for lunch are 8-10 euro, for dinner are 9-13, there is variation for majority of people when they choose restaurant and types of cuisine, Asian cuisine are most popular ethnic cuisine among all other ethnic cuisine, to the respondent quality value of food and the location of restaurant are two most important elements which make them become repeat customer, the research figures show that most of people in Kallio area have eaten Japanese food before, and more than 70% of people like sushi and there are 20% among them like sushi very much, those figures indicate that there is niche market to develop a Japanese food restaurant in Kallio area.

To complete this study, it also helps us to implement the business plan for this restaurant, firstly the literature parts of this thesis gave us an idea of how to build up a proper business plan framework and what element does it should include as well as the market analysis toward this restaurant, in empirical part, through conducting the market analysis we know people emphasize the efficiency of the meal mostly in lunch, so we should design the products which can meet the people requirement and expectation with an affordable price, for the dinner we know people emphasize on the quality of food, from the research the motivation why people come to Japanese restaurant to eat, healthiness, taste are parts of the reason, also the ethnic culture also one of the most important reason for them, so it is necessary to make the interior design, atmosphere as Japanese style, after comprehensive

market analysis and the financial analysis, it is very feasible to run this Japanese gastropub in Kallio area.

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APPENDIX I

Questionnaire (English)

Dear respondents

I am doing a survey about Japanese Izakaya theme restaurant in Helsinki area, in the survey, I am going to ask about the general dining habit of local residence, the attitude and opinion for the restaurant's product, price as well as the restaurant's design. Through the survey it will not only help me to estimate the market size of Izakya restaurant also to understand the customer's motivation and expectation toward the Japanese restaurant.

Best regards

Questionnaire

BACKGROUND INFORMATION

AGE:

OCCUPATION:

AREA OF RESIDENCE:

1. GENDER

Male Female

EATING HABIT:

2. How often you will eat out? (for lunch)

1 to 2 times a week 3 to 5 times a week
 more than 5 times a week several times a month

3. How often you will eat out? (for dinner)

- 1 to 2 times a week 3 to 5 times a week
more than 5 times a week several times a month

4. How much would you like to spend (for lunch)?

- 6-7 euros 8-9 euros
 10-11 euros 12-13 euros

5. How much would you like to spend (for dinner)?

- 6-7 euros 8-9 euros
 10-11 euros 12-13 euros

6. What are the main reason for dinning out? (maximum of three choices)

- Special occasion Don't' like to cook
 Wide range of food choices To save the time
 To get different experience Like the taste of the food
 Quality of food is good

7. Which types of ethnic cuisine do you prefer? (maximum of two choices)

- Mediterranean Mexico
 Other European countries Asian cuisine

8. Which types of restaurant will you go for lunch? (maximum of two choices)

- Fast food restaurant Casual, family style
 Cafeteria Fine-dining a la carte
 Buffet

9. Which types of restaurant will you go for dinner? (choose maximum two answers)

- Fast food restaurant Casual, family style

Cafeteria Fine-dining a la carte

Buffet

10. What elements make you become a restaurant repeat customer? (maximum choose three answers)

Price

Quality

Variety of food choices

Customer service

Cleanliness of whole restaurant

Restaurant interior design

Location of the restaurant

Atmosphere of restaurant

11. What are the most effective ways of promotion to a new restaurant? (Maximum choose three answers)

Social media

Newspaper

Local magazine

Offering discount price

Public event

Public event

Flyer

Word of mouth

Poster

Television

The general attitude toward Japanese food

12. Have you ever eaten Sushi before?

Yes, I have

No, i haven't and i don't want to try

No, i haven't but i want to try

13. Do you agree that Sushi is tasty food?

strongly disagree Disagree Neutral Agree strongly agree

14. Have you eaten other Japanese food than Sushi?

Yes, i have No, i haven't

No, I haven't but I want to try

15. The motivations of eating Japanese food (choose maximum two answers)

Different taste Healthy

Exotic food culture curiosity

Reasonable price