



Using Service Marketing in Establishing a Café-bakery in Finland

Quyen Doan & Phuong Nguyen

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Quyen Doan & Phuong Nguyen
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In order to gain customer attraction and retention, service is the key to create a lasting relationship between the service provider and customer. The purpose of this thesis is to firstly analyze the customers' expectations of several café-bakeries, their products and services. Then, the authors aim to use the data and service marketing knowledge on the future business, which is a café-bakery in the Helsinki area. The insights will be useful for attracting and retaining customers in the long run. Becoming a customer-driven business requires proper strategies of service marketing. Exceeding customer service expectations and relationship management are the major priorities of any small business to win over other competitors in the same industry. On the other hand, the number of café-bakeries in Finland is limited. Therefore, the authors mainly concentrate on the popular café-bakeries in Finland in this research. Besides, a theoretical framework for Finnish bakeries is difficult to find. As a result, the authors use general theory of bakery and update the current trends of the bakery industry in Finland.

To conduct the research, academic sources including theories about customer behaviour, customer satisfaction, customer loyalty, and service marketing concept were exploited. Additionally, the literature review covers Finnish habits of going to cafés, the café-bakery trend in Finland, highlights of service marketing, history of cafe, coffee in Europe and Scandinavia, and current trends in the bakery industry. Qualitative research methods were utilized in this thesis. With the help of the observation method, data of customer's activities and behavior at the café-bakery were gathered. Next, net scouting was used to validate and evaluate the scale of factors, which affect customer satisfaction. Finally, market survey was used to identify customers' knowledge of the café-bakery industry, demands, expectations, and the opportunity of the café-bakery concept to enter the current market.

The outcome of this research consists of four sections, including the results of the used research methods, namely, service marketing, service blueprint, and vision for the future café-bakery. To achieve that objective, a model for the café-bakery business is selected to come up with improvement ideas to develop better services for the café-bakery to be established and other café-bakeries in Finland. In addition, service blueprint is applied as a development method to closely study the interaction between a café-bakery and customers. This study is also valuable academically for foundation research and benefitting the café-bakery industry by offering practical implications. It displays a data analysis to improve customer perceptions of existing café-bakeries and to create service innovations.

Keywords: service marketing, café-bakery, observation, customer journey, service blueprint.

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1 Introduction

The success of any food-and-drink-service business comes from satisfactory delivery of products and service. To achieve that, truly understanding customer's behaviours and ways to market business's products and services is critical as it will lead to customer satisfaction and loyalty. It is only when customers' motivation to purchase services are thoroughly figured out that the company is on the right track. Customer's expectations result from what they see, hear, and experience formed into the business's perception. As an amount of research on service marketing has been done in several different contexts but not so much specifically in café-bakery market. Therefore, this research is needed and applicable.

The primary purpose of this study consists of two main objectives. Firstly, the goal is to analyse the existing customers' expectations of several café-bakeries, their products and services. Secondly, the authors aim to use this knowledge and service marketing on the future business which is a café-bakery in Helsinki area. The insights result from this paper will be useful for attracting and retaining customers in a long run.

The goal of this paper is done by conducting qualitative research methods which are observation, net scouting, and survey. While observation was utilized to gather information of on-site customers' experiences and behaviours at café-bakeries in Helsinki area, net scouting help to gain knowledge on post-visit to café-bakeries for finding out whether stores' service and products quality match with customers' expectations, and survey helps find out customer demands in order to produce the right products and services as well as predilection for some of the popular cafés in the area.

However, there are some restrictions while doing this thesis due to the limited amount of resources and time, hence, there are not many researches focus solely on café-bakery industry, especially in Finland. Also, materials on bakery theoretical theory in Finland was challenging to find. In addition, the authors are not native Finns, therefore, the point of view on Finnish customers' perception is narrow. Besides these limitations, a wide research on every type of café-bakery in Finland is difficult to manage. Consequently, the answers for this study reflect on knowledge researched mainly in Helsinki area. Moreover, documents of Finnish habits of going café are mostly in Finnish language which made it exigent.

The party commissioning this thesis is not an independent local business but the authors' future café-bakery will benefit from the knowledge found. Since the authors had the idea of opening a café that provides a concept similar to Fazer cafe but strives to figure out a concept would stand out with a different figure. With personal skills that suit for the industry, as a baker and a barista, the thesis idea of opening a café seems to be a logical idea.

2 Background and motivation of this thesis

The functional thesis consists of two parts: theoretical background, and research method process. In this chapter presented the theoretical background which is divided into two topics: Finnish habits of going to cafes and café-bakeries trend in Finland. The motive of research is written last in this chapter. Most of knowledge cited from related articles, books and researches.

2.1 Finnish habits of going to cafes

The northern neighbours have been developing a more European style in their café culture for many years, Finland has only recently begun to catch up. Since the first cafés opened, those considered best were the ones with the biggest cinnamon rolls (considered an essential addition when having a coffee away from home), and the biggest mugs. After that coffee became such a controversial beverage in the USA and the world. The pervasiveness of coffee spread through the media with limitless songs, television show (Friends), comics, advertisement and movies during late 90s. The popularity then came to Finland, Finns adapted the craze and start to dig up wider selection of coffee from espressos to cappuccinos or lattes. The diversity not only range in the sort of coffee but also how the coffee beans are readied. (Wood 2017.)

In Finland, the beans are lightly roasted and slightly acidic traditionally. Until this day, light roasted blend products are stocked on the shelves of nearly every coffee house and super market. For visitors to Finland, this meant that the usual fare was strong and bitter, and a considerable shock especially to those who had travelled from countries like France, Spain and Italy where a strong coffee culture has been well-known long time ago. (Jaatinen 2006.)

As stated by Jaatinen, Most Finns enjoy sipping their cup of coffee alone at home, however, drinking coffee is now considered much more of a social activity in Finland. People meet each other for a cup of coffee at cafes but also when visiting someone's home, they will be offered café beverage. Even if case of visiting somebody's home unannounced, the owner will almost always put on a pot for their guests. Leaving a restaurant or home before everyone has finished their coffee is considered a rude gesture.

The nation's love for coffee Finland's does not stop at the overpriced global brand coffee or artisan espresso bars. Young people chose to have different flavour specialty coffee such as Frappuccino and coffee isn't just savoured within work space or home. Nowadays, coffee houses are becoming common spots for younger people to meet up and you can often see patrons walking on the street with takeaway mugs in their hands walking to class, which has boosted the influence of coffee in Finland even more. Even small towns have at least a few coffee shops offering various options of beverages and cakes containing locally sourced ingredients. The majority of country's tourist attractions, no matter how secluded will typically

have one too. Big cities like Helsinki, Tampere, and Turku have the largest selection of both small coffee bars and chain stores. (Jaatinen 2006.)

These days when health is such a big issue, the focus also turn to healthier things. People demand healthier products and cafés have to respond to that demand. It means that for example the coffee beans are being produced the 'greener way', coffee made with vegetarian milk, cafes have healthier snack possibilities in their menus such as raw cakes and options for allergy like gluten free or lactose free products. That also has a direct line to the cost. Healthier products cost more. (Jaatinen 2006.)

2.2 Café-bakery trend in Finland

Café-bakery is a combination between café and bakery which means the café can make the bakery products themselves, then sells and serves along with their coffee. This café-bakery industry is going up since consumers are interested more in good quality and affordable menu and services. Café-bakery serves flour-based baked products and light-eat food like stuff bagels and toasts, soup, salad, etc. for instant consumption. (Bord Bia 2011.)

The industry has grown tremendously and outstandingly compared to food service industry in general, largely due to changing consumer's favourites. Consumers currently demand for gourmet and healthy food with reasonable prices. In UK and Europe, café-bakery is growing up very fast among other cafés. Moreover, when combining café and bakery, the place will gain more loyal customers since there are two different types of businesses in one place. (Bord Bia 2011.)

In Finland, there are so many café-bakeries with familiar brands operating along the country for a significant amount of time. The phrase 'café-bakery' may sound long and unfamiliar to Finnish people, hence, most of the places use only the word 'bakery' or 'café' when describing about the business although they sell both types of products. Unlike in the U.S, café-bakery is called a trend and the trend is reflected from the UK and Europe in which café-bakeries are more popular. The famous café-bakeries in Finland include Ekberg, Karl Fazer, Kanniston Leipomo, Marian Konditoria, etc.

2.3 Motives of research

With the phenomenon growth of coffee shops and bakeries worldwide, Finland showed an adaptation. Today Finland has the highest coffee consumption rates per capita in the world, which means coffee is the most popular beverage around here. Finland's love affair with coffee had a difficult start but now it has become nation's identity. People go to cafes more often and more café bakeries are opened. Fazer is a nationwide-known company that has opened a huge number of cafes around Finland, especially Helsinki. What people love about Fazer cafes are the self-made bakeries varying from pastries to bread and cakes. Therefore,

with personal skills that suit for the industry, as a baker and a barista, the thesis idea of a research paper on café bakeries seems to be most logical.

In order to find out whether the authors' personal preference for going to café bakeries matches with the majority of people in Helsinki area, a plan on visiting and observing in different cafes came in. An observation system took place in 5 different popular cafes lead to results that help identify new customer insights. Additionally, curiosity on why people go to these café-bakeries was a second reason for visiting those places. The most interesting feature of this research is the discovery of such good quality of Finnish bakeries.

The reactions observed by the researcher revealed that cosy atmosphere, quality of coffee and food matter when choosing the place to enjoy coffee. It also showed that small cafeterias are appreciated but a vast majority of people go to popular chain cafes. However, there is no explanation of why one chooses to visit one café by the method of observing. Therefore, other matters will be explored.

3 Highlights of service marketing ensure success of business

In chapter 3, six subchapters are created to present different aspects of customers including service marketing, customer behaviour and customer perception with innovativeness, customer journey and service consumption's stages, distribution service through electronic channels, customer satisfaction, and customer loyalty.

3.1 Define service marketing

This chapter introduces the concept of service marketing and the aspects of why it is an important tool for building a business.

In order to understand service marketing concept, definition of services should be first identified and explained as follow. Services are "acts, deeds, performances, and efforts" and is a form of rental offered by one party to another. These performances resulted in desired solutions to recipients, objects, or other assets and expired after some specific time. In exchange for money, time, and effort, service customers expect value from access to labour, skills, expertise of personnel, goods, shared facilities, networks, and systems. However, they do not normally take ownership of the physical elements involved. (Lovelock et al. 2017, 15.)

The traditional marketing mix contains 4 Ps which are products, place, pricing and promotion. However, due to the unique characteristics of services, three extended Ps are required to cover the management of the customer interface: process, physical environment and people. The first element can be the foundation but products can be more than that. The supplementary service elements such as the delivery of consultation, hospitality, or handling of exceptions enhance the core service offering. Place and time elements refer to the provision of the

product element to the receivers, many information-processing elements are delivered electronically. Pricing includes non-fiscal costs to the customers and revenue management considerations. Promotion is also viewed as a form of communication and education that guides customers through service processes, rather than focusing mainly on advertising and promotions. (Lovelock et al. 2017, 28.)

Process refers to the design and management of customer service processes, including managing demand and capacity and related customer waiting. Physical environment, also known as service-scape, facilitates process delivery and provides tangible evidence of a firm's image and service quality. People covers the recruiting, training, and motivating of service employees to provide service quality and productivity. To create and maintain success of a service company, the firm needs to be customer-driven and develop appropriate service marketing strategy. That is how firms can segment a service market, position value proposition and focus on attracting target segment efficiently and effectively, which is why service marketing plays an important role. (Lovelock et al. 2017, 29.)

3.2 Consumer behaviour, customer perception & innovativeness of customer perception

Consumer behaviour is a research of the processes of individual or group consumers satisfying their needs and desires by decide, buy, consume or dispose the services, products, experiences, etc. The consumer range is diverse, it could be a little child who is trying to ask his mom for a bag of candy or a CEO who is considering to investing on a big project of building construction. The purchased and consumed products could be anything such as a piece of cake, spa service, music CD, etc. The consumer's needs and desires to be pleased range from physical demands (thirst, hunger, love, etc.) to spiritual demands. (Solomon et al. 2013, 5.) Consumer behaviour includes three activities which are buying, consuming, and disposing. Buying is an activity which leads to actual purchases. Consuming is the way and place that the consumers use the products in what circumstances. Disposing is considered to be the act whereby the consumers discard the products they have consumed. (Linehan 2008.)

The 'consumer behaviour' phrase describes two different parts which are individual consumers and organizational consumers. An individual consumer buys any product for personal uses at home or giving away to someone as a gift. In this case, the individual consumer who purchases the product for final use is known as a final consumer. The organizational consumer including schools, companies, hospitals, etc. purchases the required products in order to operate their organizations. Many individual characteristics which are related to the individual needs of the consumer affects the selection of all consumers. (Schiffman et al. 2008.)

The definition of perception can be said as the process in which a person selects, arranges, and interprets stimuli, these stimuli are filtered and adjusted to become one own view of the world. Even though exposed to the same thing, in the same environment, two persons will never experience the same. We live in a world today where we daily are exposed to millions

of different stimuli; different smells, sounds, tastes, sights and textures. These information are sent to our brains and processed in a small amount at one time. The perception process goes through three stages which are exposing, attending, and interpreting. The brain takes in the stimuli in the attention stage and interprets the stimuli, according to our previous experiences and desires, in the interpretation stage. Ultimately, these three stages form our perceptions. Business owners would know whether they are going in the right direction or not based on when the customers' perceptions of the business, the products and the services are known. (Solomon et al. 2016, 36.)

All interactions that occur between the customers and the business will ultimately affect the customers' view and image of the business. Excellent customer service is far from enough, for example, if the store is located far from the customers and on a place where there are no parking places outside these aspects will affect the perceptions. Selling top class products is a prerequisite for many stores in order to keep customers, but if the staff is unfriendly, the store will eventually start to lose its customers. Everything that customers see, hear and experience will create their overall perception of the business. The meaning of customer perception is most often used in the content of how customers perceive the quality of the service they are offered. More widely speaking customer perception is also the customers' overall picture of the company, including company image, expectations, external influences, service quality etc. (Solomon et al. 2016, 37.)

Innovation is both a driven game and survival for businesses. Vigorous markets continuously reposition firms that lack the competency of exploring new market opportunities. Looking from the managerial standpoint, the critical concern of innovativeness is its effect on customer preservation. Distribution of innovation focuses on how the use of innovation spreads throughout society. Innovativeness influences people way of thinking, yet early researchers studied the apparent attributes of advancements instead of efficiently looking at its qualities. Luo et al. referenced in their discussion of innovation distribution theory which granted an accurate definition of innovation. This consists of an idea, thing, procedure, or system remarked to be innovative, which benefit people adopting this idea. The theory recommends that the attributes of a development, including relative preferred standpoint, compatibility, unpredictability, preliminary capacity, and observing ability help in its dispersion or appropriation. (Luo et al. 2006.)

A customer's prejudiced assessment of a business's capability in offering new and creative service implementation can be well-defined as a customer-oriented perception on company innovativeness. It is all based on customer decision making observation and their experience with a business's ability to provide innovative and unique characteristics and performance. Innovative highlights of development with respect to existing choices in the marketing centric have been identified as focal parts of innovativeness. (Kunz et al. 2011.)

Nowadays, research studies found in the existing marketing materials have focused only on analysing a single impression of innovativeness. Likewise, it is based on the business's biased perspective of the aftermath. On the other hand, the idea of innovativeness establish itself not only in attributes of the product or technology, but also in various aspects of innovation including design, process, and marketing. In recent times, an examination of conceptualization and estimation of company or brand innovativeness from a client's point of view, the focus was on different aspects of innovation which includes product innovativeness, service innovativeness, experience innovativeness and promotion innovativeness. Research gaps still exist in the mission to endorse the concepts despite studies experimentally tested different aspects of innovativeness. (Kunz et al. 2011.)

3.3 Customer journey and stages of service consumption

This section presents a story of a customer day to reveal why and how she make purchase decision and it will be analysed as example of the theory given. In addition, a model of three stages of customer's decision making is covered.

One afternoon, Katerin Niel, a third-year business student, woke up late on Saturday, relaxed but hungry, took a shower and check the weather forecast on her phone. The weather was nice and sunny, she remembers a friend was having a small get together to celebrate having a new job. She went to the supermarket to buy food for lunch. There is a big mall near her home that has three different supermarkets. She saw an advertising of discount on bread at one market and decided to go there. She bought discounted bread and a ready-made food package. She came home to eat what she just bought and did her weekly laundry.

In the early evening she gets ready to go see her friend. She looks forward to meeting her friend and want to buy her friend something small. She decided to get some pastries because she knows her friend like sweet. Katerin also wants coffee to eat with it. She went on the internet and search on Google for cafes that have pastries downtown, there were many to choose from. After ten minutes searching and reading online reviews, she chose a place with good feedbacks and searched for ways to go. She took a metro and then tram to arrive at the location.

Upon entering she notices the place was not so quiet perhaps because it was on weekend. She goes right away to the counter to order. There were many drinks selections on the coffee menu and a glass displayed of pastries and snacks. She asked for suggestion from the café employee and got what was suggested. She also tried the seasonal new drink that was displayed at the counter. She connected to free wi-fi to search for direction to her friend's place and left. She finally meets up with her friend and they talked whole evening. It was dinner time, so they order food from a courier service for home delivery. Food was delivered fifteen minutes later than expected although the restaurant was near her friend's place. Katerin told her friend to order from another service courier next time when she catch the sight of a flyer

promotion on the fridge. Back at her apartment building she opened the mails that was in the mailbox. There were many flyers and magazines from the places she has bought products from. She was about to throw away all the junk mail when she noticed a flyer promotion of the building event. She kept it and went back to do some study before going to sleep.

The journey of Katerin's day shows customer behavior in stages. A customer journey map can be drafted in the process of how she chose the café where she went to buy food and drink. It is a visual representation of the process a customer - in this case, Katerin goes through to achieve a goal with the organization. This understanding help getting a sense of how customers make decisions about buying and using services. To better knowing we have the three stages of service consumption which divides into pre-purchase, service encounter, and post-purchase.

The pre-purchase stage of the decision-making process for services is more complex in comparison with that for goods as it involves a composite set of factors and activities. It starts with awareness of need and continue with evaluation of alternatives with choosing solution/suppliers to decide on service purchase and often make reservations. According to the notion of planned purchase behaviour, once a need or problem recognized, people are motivated to search for solutions to satisfy that need or resolve that problem. That need to buy is called need arousal and can be triggered by unconscious minds or external sources such as service marketing activities. (Lovelock et al. 2017, 59.)

In the story of Katerin Niel, her need to search for a café was triggered by a need to bring a small gift to her friend. When searching for solutions, several alternatives from multiple sources would come up and these form the evoked set. This set can be derived from personal trusted recommendations such as family, friends and peers or online searches to compare service offerings. (Lovelock et al, 2017, 59). With high contact services, visiting physical sites or trying aspects of the service before purchasing is possible. After alternatives are narrowed down to just a few to seriously consider, they are called consideration set. For Katerin, she explored her consideration set on Google then examine tangible cues and ask knowledgeable employees about competing products.

During the search process, consumers also learn about service attributes they should consider and form expectations of how companies in the consideration set perform on those attributes. Multi-attribute model has been used widely in decision making process. Many decisions involve complex trade-offs between several attributes. The multi-attribute model simulates this decision making by combining customers' attribute performance expectations of each company in the consideration set and the importance weights of each attribute. (Lovelock et al. 2017, 44.)

However, in some cases, some attributes are harder to evaluate than others. This is where Service attributes come in. People often have difficulty in evaluating services because services tend to have a low proportion of search attributes and a high proportion of experience and credence attributes that make it difficult for consumers to evaluate services before purchase. Tangible cues become important, and firms need to manage them carefully to shape customers' expectations and perceptions of experience and credence attributes. After consumers have evaluated the possible alternatives, they are ready to make a purchase decision and move on to the service encounter stage. (Lovelock et al. 2017, 50.)

The customers initiate, experience, and consume the service in this stage. The number of concepts and models help us to better understand customer behaviour in this stage. Service encounters are moments of truth which is a borrowed metaphor from bullfighting refers to customer touchpoints that can make or break a customer relationship. They range from high contact to low contact services. High-contact services are challenging as they have many points of contact and moments of truth that need to be controlled. Oppositely, low-contact services are mostly delivered via websites, equipment such as ATMs or call centers with relatively few customer interactions. (Lovelock et al. 2017, 56.)

Finally, in the post-purchase stage, customer evaluate the service performance and compare it with their prior expectations. If performance perceptions are worse than expected, it is called negative disconfirmation. Katerin and her friend expectations were negatively disconfirmed when their food was delivered late, leading them to dissatisfaction and their intention to try another service firm. The disconfirmation of expectancy model works when satisfaction judgments are formed based on a comparison of expectations with performance perceptions. Customers will be reasonably satisfied as long as perceived performance falls within the zone of tolerance which is above the adequate service level. Customers will be delighted at unexpectedly high levels of performance. (Lovelock et al. 2017, 59.)

3.4 Distribution service through electronic channels

The four questions 'What, How, Where, and When' form the foundation of any service distribution strategy. Service distribution can be done with physical channels and electronic ways. To answer for the question how services can be distributed, three models followed are the answer: customers visit the site; service providers go to their customers such as private banking services and service transactions conducted remotely such as Skype or buying a travel insurance online. This section will focus on delivering services through low-contact channels and online marketing. (Lovelock et al. 2017, 144.)

Distributing services through cyberspace is information-based and consists of five supplementary services. Information, order taking, consultation, billing and payment can all be transmitted through the online channel. Information-based core and those supplementary services can be offered 24/7 on the Internet. Technology has given entrepreneurs the advantage to

create new services. Recent technological developments link CRM systems, mobile telephones, websites and smart cards to provide increasingly convenient and sophisticated services. (Lovelock et al. 2017, 144.)

For further explanation, CRM stands for customer relationship management. A system that links all factors above can integrate mobile devices into the service distributing infrastructure. First, it gives people access to services, then alert them opportunities or problems by sending the accurate information at the right time and update interaction in real time to ensure it is continuously correct and relevant such as email alerts of discounting flight tickets from an airline send to customers. (Lovelock et al. 2017, 134.)

Technology also makes it somehow easier to enter the global market and made the products know to people all over the world. The strategy for entering international markets depend on mainly five factors. The first one is how a firm can control its intellectual property (IP) and its sources of value creation. Another strategy is the degree of customer interaction required for the creation of the service. If the values lie in the IP, then the service simply be exported directly, like for e-books, music and software. If IP control and customer contact requirements are moderate, then use licensing, franchising, or joint ventures. Finally, if there is a high degree of interaction required, and control of IP is low, then have foreign direct investments by setting up a branch, a subsidiary, or going in through mergers and acquisitions. (Lovelock et al. 2017, 142,143.)

Along with distributing services on the Internet, advertising online makes a big impact to attract customers. It allows companies to complement and substitute traditional communications channels at a reasonable cost. However, it should be well-designed and a part of an integrated communication strategy. Internet communication channels include the company's websites and online advertising such as banner advertising and search engine advertising and optimization. For example, Google is the online marketing powerhouse. It allows advertisers to reach potential customers through sponsored links or through content ads. This gives advertisers the advantage of receiving a clear return on investment. (Lovelock et al. 2017, 205.)

Developments in the Internet technology are driving innovations such as permission marketing and exciting possibilities of highly targeted online advertising. New media communications that blur the line between impersonal and personal communications include Youtube, podcasting mobile advertising, Web 2.0 and social networks and communities. (Lovelock et al, 2017, 215) In the case of marketing a café online, customers review on reviewing websites and social media plays a big part in narrowing final options since real feedback from previous customers are trusted.

The authors plan to focus in online marketing for own café bakery viewing the existing market has successful café with a well-designed online advertising strategy such as Brooklyn café.

Marketing on Google search engine, local websites such as MyHelsinki, Instagram, Facebook, and Yelp are a much-needed string of channels. Since this is a low-cost marketing plan and the authors would not have much budget for physical advertising.

3.5 Customer satisfaction

Today, one interesting thing that matters called 'customer satisfaction'. The business will stop when customers are not satisfied. Regardless all the effort to achieve good quality and offer good services, the whole process would be ruined if there is no effort in satisfying the customers. (Gearson 1993, 7.)

Customer satisfaction is the customer's understanding that expectations of an individual have been met successfully. Normally, when a person purchase something, he or she always expects the product to work perfectly as expected. There is no problem if the product does its job well. If it does not, that person will not be satisfied. At this time, the seller has to find a solution to solve the customer's dissatisfaction by either returning the payment or introducing another product with same functions. (Gearson 1993, 7.)

There are always customers in the beginning and at the end of a business; therefore, customers must be considered to be the 'King of the market' at all time. The status, picture, profits, improvements of one business depends on its customers. That is why it is crucial to satisfy the expectations of customers and identify who are the satisfied customers. (Glowa 2014.)

Customer satisfaction is used as a measure tool of how demands and feedback are collaborated and distributed to surpass customer's expectation. This can only be achieved when the customer has a good relationship with the seller or supplier. Nowadays, in the competitive market, customer satisfaction is a valuable exponential and fundamental performance of business strategy. Therefore, the higher is customer satisfaction, the more is the business connecting with customers. (Glowa 2014.)

Customer satisfaction as an element of the customer's experience, revealing the seller or supplier's behaviour on the expectation of customers. It also relies on how to manage effectively and how to provide timely services. This satisfaction may relate to different business aspects such as product manufacturing, engineering, product's quality and service, marketing, customer's feedback issues and queries, post-delivery services, etc. (Glowa 2014.)

Customer satisfaction is the general nature of impression about the supplier provided by the customers. This impression that the customers create for the supplier is a total of all the processes customers going through since the communication is made with the supplier in advance of carrying out any marketing activities to post-delivery selections and services and managing queries or complaint submission. In this process, customers encounter the working environment of different parts and types of strategy involved in the business. It supports customers

to give strong opinions about the suppliers that ultimately lead to satisfaction or dissatisfaction. (Glowa 2014.)

Customer awareness of suppliers helps customers select among suppliers based on the value of money and the suitability of the product in accordance with all requirements. The services of suppliers must not decrease after delivery because customers looking for high-value post-marketing services can help them use and modify delivered products more effectively. In case, customers are satisfied with post-marketing services, there would be good opportunities for the suppliers to keep customers to increase repeated purchases and earn good profits for the business. (Glowa 2014.)

It is essential that an organization must interact and communicate with customers regularly to enhance customer satisfaction. Among mentioned interactions and communications, it is necessary to understand and identify all of the individual and responsive customer demands. Even though the products are indistinguishable in the competitive markets, satisfaction contributes high rates of retention. For instance, buyers and retailers participate in regular shopping and credit cards to achieve customer satisfaction, many upscale retailers also offer membership cards and price-cut benefits on these cards in order that customers stay and keep the loyalty to them. (Glowa 2014.)

The higher is the satisfaction, the higher is the customer's emotional attachment to the particular brand of product as well as the supplier. This supports in creating a 'strong and healthy' connection between customers and suppliers. This connection forces customers to be tied to that specific provider and the opportunities of 'escape' is minimal. For that reason, customer satisfaction is a very influential scene which each supplier must concentrate on to set up a position of abandonment in the global market and increase business and profits. (Glowa 2014.)

By measuring customer satisfaction, the supplier is provided an evidence of how the business succeeds in supplying products and services to the market. This helps the business achieve major improvements as well as identifying the gap between the current and future demands of customers and continues to change it. The supplier can find out how their customers truly think about the products and services, and also understand their expectations via measuring their satisfaction. If there is no measuring step, it is difficult for a business to commit the quality of products and services along with developed customer experiences. The aim of measuring customer satisfaction is to let the supplier know where the position of their business is in the eyes of customers so that the products and services will be improved to level up customer satisfaction. In order to measure customer satisfaction, the customer input is collected from either surveys or customer feedback, and the information will be combined to achieve precise measurement. (Hill 2004; Glowa 2014.)

Customer survey questionnaire is considered as a good way to identify the expectation and measure satisfaction of customers. It makes sure a business is able to gather important information of customers to develop its products and services at any time. Some possible aspects that a business can measure involving service's quality and speed, price, feedback or issue, trust in the staff members, closeness of connection with contacts in the business, other types of services required, and positioning the minds of customers. (National Business Research Institute.)

3.6 Customer loyalty

In the present era of fierce competition and branding, retaining and strengthening customer relationships is becoming increasingly important. The only way to ensure sustainable and profitable relationships is to make sure that customers get a unique experience which not only meets his or her changing demands and values, but also brings about the brand promise. In addition to enhancing competition and aligning customer expectations, economic uncertainty posing impediments in developing and maintaining customer loyalty. Gaining the trust of customers is very important to get customer loyalty. If customer's confidence vacillates, so does the opportunity of continued customer loyalty. The economic instability encountered by the world over the past few years leading to the loss of customer's trust and unpredictable buying behaviours. (Alok & Medha 2014, 4-22.)

Customer loyalty is the ability of customers to continue buying from a supplier and refer his or her business to their family and friends. Loyal customers tend to spend more money on their favourite suppliers, appreciate, and be power users of products and services. Customers are loyal to a specific brand because they feel treasured and determined to be the brand's customers. A loyal customer believes that the brand would do right thing for them and about the value they get from purchasing and using the products or services. (Alok & Medha 2014, 4-22.) There are many reasons explaining why customer loyalty is so important to any business:

Customer loyalty as a measure tool of customer experience

In simple terms, customer loyalty is a quality's indicator of relationship which a brand having with its customers. It is a reward for how well a supplier has handled the customer's demands and expectations. Once the customer becomes loyal, that supplier is successful in supplying an improved customer experience. (Alok & Medha 2014, 4-22.)

Customer loyalty as an indicator of revenue and profitability

Among the most important parameters for a successful business, profitability and forecast are identified by these customers. Loyal customers tend to spend more money on a specific brand than others; therefore, such customers offer a reasonable idea of revenue for businesses. Moreover, due to the tendency of spending more, cross-selling and up-selling to these customers ask for less attempt and resources. Hence, they support the businesses to forecast the

forthcoming revenue. As a result, the idea of customer loyalty is not only keeping customers, but also working as a chance to maximize the revenues. (Alok & Medha 2014, 4-22.)

Obtaining new customers will be more expensive than retaining old (loyal) customers. Different studies prove that getting new customers is five to twenty-five times more costly than holding old customers. Loyal customers help reduce acquisition costs and service costs that incurred by the business. Therefore, the development of a company can quickly be accomplished by having the loyal customers. (Alok & Medha 2014, 4-22.)

Loyal customers introduce more customers

In addition to being willing to spend more on a particular brand, loyal customers also recommend their family and friends to the brand. They are brand evangelists (as known as brand walking billboards). For that reason, people say it is true when a company 'owns' loyal customers, it does not need to advertise and do lots of marketing. (Alok & Medha 2014, 4-22.)

Customer loyalty differentiates a company from other competitors

The loyal customers are less likely to abandon a brand regardless of the higher price. It is easy to understand that these customers know the service's level cannot be duplicated. Thus, loyal customers are what distinguishes the best from conventional brands. (Alok & Medha 2014, 4-22.)

Customer satisfaction is a measure of how well the expectations of customers are fulfilled. Otherwise, customer loyalty is about customer's review intentions and their willingness to perform engagement activities with the company. Customer satisfaction is definitely a requisite for customer loyalty creation; nevertheless, it does not ensure repeat customers. Although customer satisfaction is good, customer loyalty is still better. Noteworthy, loyalty does not automatically mean satisfaction. Ranking satisfaction often put companies into 'a wrong sense of safety'. There are many remarkable things here. For instance, the listed continuum (Figure 1), beginning with satisfaction and finishing with loyalty: the stickiness of customer goes up when one moves more to the right side of the continuum. When a company moves forward, it links with its customers to a deeper and more emotional level by creating a much strong connection than just through satisfaction. (Alok & Medha 2014, 44-45.)



Figure 1: Continuum (Alok & Medha 2014, 44.)

Customer satisfaction and customer loyalty stem from the customer experience. Although related to each other, these ideas are different from each other and ask for separate attention. The former is a requirement for smooth running of the business and works as an extent's measure to exceeded customer expectations while the latter is important for sustainable profitability and development. Customer satisfaction differs from customer loyalty in the following areas (Figure 2):

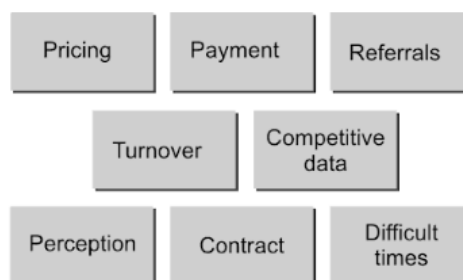


Figure 2: Points of difference between Customer Satisfaction and Customer Loyalty (Alok & Medha 2014, 44.)

Customer satisfaction is restricted in the scope of product and service terms; however, customer loyalty is a wide picture drawn by the customer experience and emotional attachment. A company may have satisfied customers, yet they are not inevitably connected or committed to the company. Hence, staying at the satisfaction can be detrimental to a business in the long term. A company should generate continuous efforts to bring its customers to the continuum of loyalty. After that, they will support its products, and on average, refer to its name for 5-7 people comparing to three referrals from the satisfied customers. Obviously, comprehending what motivates customer loyalty to a company and its products is crucial for gaining success. (Alok & Medha 2014, 44-45.)

4 Coffee, café, and bakery

This chapter 3 consists of history of coffee, history of café, history of bakery, and consumer behaviour in the service industry. The theoretical backgrounds of this thesis will be described in these four subchapters to give the readers a clearer look at the thesis's topic:

4.1 Coffee in Europe and Scandinavia

Coffee is believed to be founded first in Ethiopia - Arabia to day, since then coffee cultivation and trade began. In the late 15th century, coffee was being grown in the Yemeni district of Arabia and by the 16th century it was known in Persia, Egypt, Syria, and Turkey. Coffee was known as "the wine of Islam" under the influence of thousands of pilgrims visiting the holy city of Mecca each year from all over the world. Coffee made its way to Europe and built its popular reputation by the 17th century. (Banks et al. 2000, 13.)

Coffee was first noted in non-Ottoman Europe in 1575 when an inquiry into the murder of a Turkish merchant in Venice recorded the presence of coffee apparatus among his possession. Although immigrants from the Ottoman empire, frequently Greek or Armenian Christians, spread coffee to other lands. It appears to have been prescribed by apothecaries for certain ailments, no real take-off in foreign consumption occurred until the 1650s. Coffee arrived in Europe together with tea and hot chocolate around the same time. Yet, coffee conquered the continent. (Thurston & Morris 2013, 218.)

After central Europe, the popularity of coffee spread to Nordic countries. Although the Finns now hold the world record for coffee consumption, paradoxically, Scandinavia was slow to take it up. Introduced in the 1680s, probably by the Dutch, coffee aroused hostility from early on. By 1746, a royal edict had been issued against coffee and tea-drinking. The following year, those who continued to indulge had to pay a hefty tax or suffer the indignity of having their crockery confiscated. Coffee drinking was completely prohibited in 1756, though the ban was eventually lifted and huge taxes imposed instead. Sporadic attempts at suppression continued until the 1820s when the government simply gave up. (Banks et al. 2000, 18.)

4.2 History of café

Cafes or coffee shops have been around for 500 years, as long as the existence of coffee. Since the establishment of the first coffee house outside of Europe in 1672, cafes have become a global phenomenon and drastically expanded for the past few decades. (Jaatinen 2006, 13.) Along with the popularity of coffee shops is the growing consumption of coffee, which began around 15th century then spread throughout the Middle East and came to attention of European travellers and brokers. Coffee was introduced to Finland in the early 17th century and in 1820s coffee was consumed all around Finland after suffering a period of prohibition and huge tax imposition in 1756. In 1778, coffee shop was first opened in Finland. (Banks&McFadden 2005, 16).

Coffee had become one of the first global commodities in 17th century although it was banned and heavily taxed due to struggles to control its production and distribution led to wars. The world now is not the same without coffee. While coffee is just a raw material, culture infuses societal and symbolic meanings into it. It made cafes appeal to people need for social interaction and connection to others. To this day, coffee houses hold reputation as meeting places, study space, relaxing environment for clientele from all walks of life depending on their different location and purpose.

In history, middle-class Finns would hold large and elaborate coffee parties at home and coffee was preferable to drink alone in most households. Nowadays, we are just getting to know the café culture in Finland and starting to embrace it. The common thing as café culture in

the world is that they are places for people to come and engage in social gatherings. In almost every café today serves tasty snacks such as muffins, cakes and pastries of all sorts. Lunch time is also commonly spent at cafes for a meal of salad or soup.

4.3 Bakery's history and current trends

Baked products have existed for thousands of years and the word 'bakery' has been familiar to people time by time. 'Bakery' is a place in which you can buy flour-based and oven-baked goods, for examples, bread, cookies, pastries, etc. In old days, people only come to a bakery to buy some bread they need for a meal and leave. Today, at some spacious or retail bakeries, coffee and other drinks such as tea, juice, etc. are also served for customers who want to consume the goods in place. More than that, ready-made products with longer shelf life and gifts are put on display along the tables and seats to draw attention from consumers while spending their time there. This is also a plus for the owner because they can make more profit on beverage sales as well. (Ashokkumar 2012, 6.)

As human creativity and demand are growing every year, bakers have created more types of products to meet the needs and diets of consumers, such as no-baked, raw, vegetarian, vegan, keto, matcha, etc. These special-diet products now appear more at not only bakeries but also café-bakery and café. In Finland, there are four types of diets that most people require: vegetarian, vegan, gluten-free, and lactose-free. It is not always that only people with real health problems ask for these special products. However, those who come to Finland for a long time and 'get to know' the diets from the natives, they start to choose products in the same way as 'catching up the trend'.

Nowadays, Finnish people start eating healthier than before by consuming more vegetables and fruits instead of junk and fatty foods in everyday meals. This healthy trend helps people desire more good food than ever. Among many choices of healthy baked goods, more options are offered such as organic rye bread, oat-based bread and snack, root-vegetable-based bread and pastry, etc. (K-group Food Trends 2017 and 2018.) Bakery products that contain vegetables are a powerful way for brands to be interested in helpful nutrition. Bright-coloured vegetables are used including beetroots or carrots to make vegetables more tangible and help boost overall flavour. The flat rye bread of Leivon Leipomo which is made using 30% of root vegetables (carrot, beetroot, and parsnip) is launched in Finland. (Mintel 2019.)

In recent years, carbohydrate reduction has become popular when more people adopt a diet which encourages higher protein and vegetables. Health concerns are a major barrier to more common consumption of bread. In response, bread bakers are turning their efforts into helpful nutrition in the hope of connecting with health-conscious customers. (Mintel 2019.)

According to Fazer's strong survey of 4000 Nordic consumers in Sweden, Finland, Denmark, and Norway (age 18-64), it records that 41% of the Finnish people have interest on plant-

based proteins like soy or oats to protect the environment. In bakery sector, pulse-based pastries would be Nordic customers' preference in 2019. Lentils, chickpeas, and beans are not only used in savoury food, but can also be used more and more in breads, cakes, and muffins. By adding them into bakery products, the bakery manufacturers can reduce the amount of added sugar due to the natural sweetness of pulses. (Michail 2018.)

In Appendix 1, it is one of the café-bakeries which belongs to Kanniston Leipomo. Kanniston Leipomo produces and sells 'breads and pastries' at seven café-bakeries around Helsinki. The main production bakery is located in Herttoniemi, Helsinki. Every morning, the main place will transport fresh-out-of-oven products to all of their bakery-café. On the other hand, every day or every week, there will be special prices for two or three specific products with tasting samples on the counter to try before buying. Their products come with good quality and reasonable prices (most of them are in big portion as well as the coffee cup and especially the 'giant' cinnamon roll). Most people come to this place to purchase products and take away. Due to the small space and bakery as the main business, there are only three tables with two seats per table. Customers who are with a laptop or want to quickly finish a piece of pastry and a cup of coffee usually stay. (Kanniston Leipomo 2018.)

5 Methods

This is a chapter of methodologies used in this thesis including definition and process of observation, service blueprint, and net scouting:

5.1 Observation definition and process

As Saunders & Lewis & Thornhill (2009) put it, observation involves the systematic viewing of other people's actions and the recording, description, analysis and interpretation of their behaviour. It provides an opportunity to surpass people's opinions and self-interpretations of their attitudes and behaviours, towards an evaluation of their actions in practice. Observation is categorized into two types: a qualitative approach which is participant observation and the other is quantitative which is structured observation.

Figure 3 of observer roles is demonstrated for better understanding of these two kinds of observation:

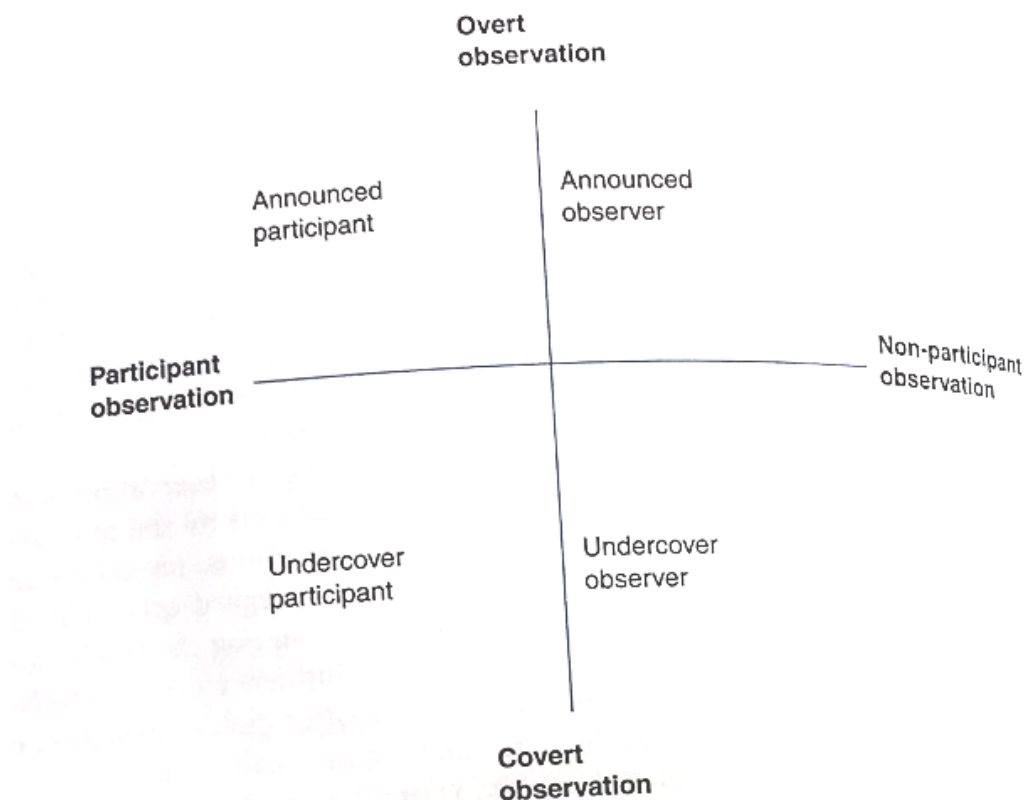


Figure 3: Observation research roles (Gray 2014, 398.)

Observation can be divided into overt or covert. It involves the active participation of the observer or non-participation. Overt is where those being observed are aware that the observation is taking place. By contrast, covert observation is where they are unaware of this. (Gray 2014, 397.)

Covert non-participant observation is the method used in this thesis research, when researchers sit in on site, but do not actively participate. The central intent of this method is to generate data through observing and listening to people in their natural setting, and to discover their social meanings and interpretations of their own activities. A difficulty might be surface of the observational approach is the gathering of data. (Gray 2014, 421.) In other words, researchers pretend to be customers or passers-by. According to Stickdorn (2018), this would be an advantage as the observer could be able to focus on the researcher role and minimizes the risk of people being affected by the presence of a researcher. Setting aside potential ethical concerns, it is also often the method of choice if people are unwilling to participate in the research.

There are 5 general stages to conduct the observation for research. Based on these stages, the researchers may generate smaller steps in order to respond to the request of their research. The first stage is to observing customer behaviour. The researchers need to decide what they want to observe and the purpose of this observation. For example, this thesis requires the

authors to observe the customers at some popular café-bakeries in Helsinki areas to find out why people go to a café-bakery. Hence, when carrying out the observations, the researchers will try to understand the behaviours, habits, reactions, and other information of people in a specific environment to know better what they are doing. After that, the researchers can figure out what and why people do although observations without interaction with the objectives usually cannot tell much about the 'why' part. (Gray 2009, 408-416.)

The 5 cafes were chosen to conduct the research method are Kanniston Leipomo at Annankatu 20, Brooklyn Café at Fredrikinkatu 19, Ekberg Café at Boulevardi 9, Fazer Café at Kluuvikatu 3 and Gateau inside central railway station. These places gain huge popularity as coffee houses that serve self-made pastries and treats. The locations are all in central Helsinki and easy-accessed with public transportation. Time conducted in each location is the same which lasts two and a half hour in the afternoon from around 12pm to around 2:30pm. The observer tried to sit in the same spot in the corner near the cashier counter at each café for the best observing. The goal of this observation process is to get a hold of how and why people do what they do for gaining customer insights for café bakery industry. In this case, a better understanding of what type of people come to coffee shops, their activities in such environment including interactions with café workers gives an insight on customer behaviour.

The second stage is note taking. To get the best result out of the observation, it is crucial that the observer reduces or gets rid of unfamiliar technique which would ruin the whole process. For instance, a video-recording observation is usually planned and discussed with the participants in advance to produce a smooth process and save time. However, in the case of this thesis, the video-recording technique may affect the quality of the observation because every action or behaviour of the target people must happen naturally. In another situation, filming people without permission could violate their privacy and the observer may get into trouble with it. Taking notes is usually recommended and if the place is public and allowed people to take photos, then the observer can record by that way. (Gray 2009, 408-416.)

The third stage is to develop a checklist that reflects on the author's point of view about what to expect as a customer. Then the researchers decide if they are doing participant or non-participant observation. For example, in the case of this thesis, non-participant observation is conducted. It is important to observe what people not doing as well (for instance, the place is famous for Matcha latte and people usually come because of it but a person walks in and orders a least famous drink). Prepared questions can be answered during observation and some special questions will pop up while observing. (Stickdorn et al. 2018, 122; Gray 2009, 408-416.)

The fourth stage is the action stage. The observer prepares carefully and visits the places where all the data is waiting there. It is recommended that the observer should be 'modest' and polite when taking notes and photos, or filming (ask for permission before doing anything). If using

cell phones to take photos, the observer must turn off the sound to avoid affecting other people. In order not to miss anything, it makes sense to check again the need-to-observe list and do it right away if missed. (Gray 2009, 408-416.)

In practice of these three stages, non-participant observation was chosen with only one person discreetly taking notes of the customers. This means there was no interviewing or talking to participants involved during the observation process. The purpose of using this particularly method is to not intrude upon the natural behaviour of experience users. In order to have consistency in accounts, a checklist illustrated in Appendix 2 was used and modelled according to designed questions. Only a paper and a pen was needed and the actions observed are noted about every 10 minutes. Pictures of the cafes were taken for evidence and better memories of the interior design. These consist of one panorama photo of the entire space, one menu photo and one photo of products purchased by the participant (one beverage, one pastry and one sweet treat).

The last stage is analysing data to come up with results which are the checklist's answers. At this point, the observer will classify what had been observed (the real behaviours) and the reason why what had been observed happened. Normally, to make sure again what had been observed is right, the observer may need to interview the people involved in the situation during the observation or if possible, do it later. It is important to create a connection between behaviours, interactions, reactions, and other phenomenon. (Gray 2009, 408-416.)

The observations provided wealth of data. The five shops mainly occupy the ground-floor there were no storey-building except for Brooklyn café that has two separated spaces by a staircase with one space higher than the other. The observer's seats described above helped with the observation where the way that the patrons are greeted and the staff interactions amongst their colleagues and with the customers could be more easily detected. At the end of the session, the obtained field-notes have been reviewed and the analysis has been written within 24 hours from the observation, in order to maintain the accuracy of the data.

In this thesis, data gathered by observing help to identify customers' behaviour and activities in five café-bakeries located in Helsinki. The process of this method starts from watching coffee buyers at cafes, taking notes accordingly to a created-in-advance checklist and ends with analysing data from the checklist's answers. The selected locations are popular among places Helsinki residents go for coffee that also serve bakery treats, hence, observing in those places in an appropriate amount of time result in exquisite insights in customer behaviour. The questions designed in the checklist mentioned are presented in Appendix 2. The findings analysed from there can be found in Chapter 6.1.

As observing the customer flow and set up scenarios at Brooklyn café, the authors came up with a service blueprint that helps with service innovation and finding service failures which

presented in Chapter 7.2. Service blueprint can be seen as an extension of journey maps that specifically connect customer experiences with both front stage and backstage employee processes as well as support processes. Frontstage refers to people and processes with which the user has direct contact. Backstage represents people and process that are invisible to the user. Support processes are activities executed by the rest of the organization or external partners. A service blueprint builds on the front stage experience visualized in a customer journey map but adds layers of depth showing relationships and dependencies between frontstage and backstage processes. It illustrates how activities by a customer trigger service processes and vice versa, how internal processes trigger customer activities. (Stickdorn et al. 2018, 53.)

5.2 Net scouting definition and process

When doing research, the researcher needs to collect information and data relating to the topic from many sources. Books and articles (including online and paper types) are always the best choices for academic writing as well as references. However, there is data which cannot be reported continuously on either books or articles following the newest updates. For example, the reviews of customers on a shopping website or new information about the opening hours of a café. In this case, Internet plays an important role in helping the researcher find out what he or she needs for the research report. (Moritz 2005, 194.)

Therefore, Net Scouting is used as a brilliant tool which every researcher should try when starting to do a research topic. From historical to current information, the Internet contains a large amount of data which most of everyone can access and does not need to print them onto papers. Nevertheless, the researcher must always double-check the sources from the Internet to make sure they are original, authentic, and legal. Moreover, based on the Internet' findings, the researcher must clarify the data so that a connection between the findings and the research topic is created. (Moritz 2005, 194.)

A list of chosen popular cafés (including café-bakery and theme café) in Helsinki area was created by the authors in order to visit and observe. However, some of them are selected to be gathered data of place's general information and customer reviews from Facebook by using Net Scouting method. These cafés are different from the observed cafés because the authors aim not only to focus on the café-bakery, but also concentrate on the special themes and unique ideas of these cafes. First of all, the authors search for the Facebook Pages of a chosen places and look through everything which is shown on each page. Second, the authors visit each place's official website besides Facebook to have a clearer look at the history, menu, products, services, contact, reservation information of the place. Third, the authors read and analyse customer reviews at the review section on the Facebook Page. Finally, each place will be described along with its rating and customer reviews' summary following a list

of characteristic elements which is created by the authors (Appendix 3). In addition, the authors also analyse some customer reviews (if possible) on Google Maps in which more International and tourists tend to leave feedback beside Finnish customers.

Besides the process above, each chosen café will also be graded based on the assessment of customers on Eat.fi and its Facebook page. Therefore, a place which performs the best in the eyes of customers will be selected to set an example for other cafés to learn from. The assessment board will be presented in chapter 6.3. There are three main factors included in the assessment board: product quality, value for money, and overall experience. Based on that, the final grade given will range from 1 to 5 points (1 - terrible, 2 - bad, 3 - it's okay, 4 - good, 5 - excellent). The place which gains highest average point will be set as a model with explanation for other places to study.

5.3 Market survey

Entrepreneurs are good at generating creative ideas for new products and service; however, good ideas drawn on papers are not always practical. Identifying what customers need and producing products and services that meet those expectations are important to the business's success. Market survey is used many businesses to collect supporting information in the market research. (Gray 2014, 218-243.)

The market research describes the collecting and analysis of the market data; for example, customer preferences, market price's trends, and the existence of competitive products and services. A market survey can tell any research which collects information straight from customers by giving them questions of their interests, habits, as well as experiences. The goal of a market survey is to provide the entrepreneurs with vision of their target customers, like how much customers spend on particular types of products, even if they also use other competitive products with different preference levels. (Roos; Gray 2014, 218-243.)

Market survey can be managed in many ways. Paper surveys or questionnaires are both common form of the market surveys that are given to the people in public places or sent in email form to customers. Restaurants or service companies frequently make use of questionnaires to collect feedback of customer experience. Some firms carry out market surveys in oral form by using phone, meanwhile others do electronic surveys through email, on official websites, or through a third-party company to pay for survey creation service. Nowadays, free online survey platform is very popular such as quick survey poll on Facebook or survey created in Google Forms on Google Docs. (Betts 2017.)

By using market surveys, businesses have better decisions on the types of products and services offered to customers, setting prices, dealing with competitors, and even when getting in or out of the current market. Market survey analysis can help avoid making pricey mistakes like operating new products or services which do not reply the demand of the market, joining

in saturated markets with competitors, or setting prices too low or too high. Also, the survey helps entrepreneurs evaluate the new idea's viability. (Gray 2014, 218-243.)

The market survey for this thesis is carried out under online survey platform (Google Forms) and shared publicly on Facebook for people to take part in. This survey aims to find out how popular is the term 'café-bakery' in Finland, especially in Helsinki area, how much eagerness people want it to exist, and what matters the most to them when visit a café-bakery. It only takes one to two minutes for each person to complete the survey. On top of the survey also describes the reason why the authors create this survey. There are 10 questions in total, 9 of them are compulsory to answer, and they are mostly one-choice and multiple-choice questions. As shown in Appendix 4, the questions ask for their pastry/cake purchase frequency, knowledge of café-bakery concept and famous café-bakeries in Helsinki, recommendation of café-bakery, importance of homemade bakery products, most important factor when visiting a café-bakery, reason to visit a café-bakery, and age group.

6 Results

This chapter 5 is the outcome produced from a hard-working process of the authors to get the answers from all the questions demanded to be solved:

6.1 Results from observation method

The results of the observation method are written based on the observation checklist to answer all the questions from customer side and café/workers side:

Kanniston Leipomo (Annankatu 20, Helsinki)

The customers who come to Kanniston Leipomo cafe on Annankatu 20 Street usually are loyal customers (in both single and group). These customers usually purchase bread and pastries to take-away for later use. During the observation, everything happens very quickly because the loyal customers already know what they need and just pay for the products. Customers in group are mostly 2 or 3 people and they purchase a cup of coffee and a piece of pastry to enjoy while having a short conversation, then they just leave. All the seats (including 3 tables, 2 chairs per table, and one armchair) are by the windows, so there is only one option for selecting the seats. Kanniston Leipomo are well-known for their bakery's products, hence, most people order coffee with a piece of sandwich toast or pastry. According to the observation, the café is quite small so there are not many people come there just to study or use laptops. People mostly purchase for takeaways or drink, eat, and chit chat at the place in a very short time (less than 30 minutes). Customers who visit the café behave very polite, respect other customers, and leave the place with satisfaction.

Due to small space, the café is usually quiet and there is no loud noise (from customers or staff) in general. On the wall behind the cashier, from left to right are the boards of menu

with prices including the organic coffee menu (luomukahvi), day bread menu (päivän leipä), other-bread menu (leipä), and weekly-offer product (viikon tarjous). Other bread, pastries (normal or cold), and other light eats have a name and price tag in front of them. On the display counter, the trial product is served with no costs, so the customers can taste before making a purchase. Their products are made with good-quality ingredients and prices are fair and reasonable. The café is well-organized and clean (there is no trash on the floor, tables and chairs are clean, products are well-arranged). The staff greets customers when they come in and out. The authors did try to ask some questions from the staff and she was very helpful and ready to answer the questions related to products.

Brooklyn Café (Fredrikinkatu 19, Helsinki)

The ratio between single and group customers visiting Brooklyn Café is 50 and 50. Group customers tend to choose 4-chair table or bigger table to sit while single customers choose window table or 2-chair table. When visiting Brooklyn Café, customers usually order a cup of coffee and one bagel (with fillings) or cupcakes. Group customers come to meet their friends or discuss work-related things. Single customers study or work with their laptops or read books (Brooklyn Café has a book club so many customers read books while staying at this place). There are not many people order and take away during the observation time. Customer's behaviour is well-manner and the place is quite noisy with chatting sound from group customers. Customers are mostly very pleased when leaving the café.

During the observation, the café was in the popular hours, thus, the atmosphere is quite noisy with the background music and talking sound from customers. The food/pastry and drink menu is on the right of the cashier and is written by white chalks. The menu is quite long since they have many product options, so it may cause some confusion for the customers to decide what they would like to have. Also, the position of the menu is not very convenient because some customers try to step closer and look at the menu and this may obstruct the vision of others standing behind. The food and pastries display is very attractive and clear. All products are well-presented and look tasty. The coffee is well-prepared and tastes good. In general, the whole space is organized and clean. However, some of the glasses for water still remain water stains. There are only two staff to manage the café and they are very quickly in taking orders, serving, and cleaning tables. The staff greets customers when they come but sometimes the staff is busy and does not see the customers leave to greet.

Ekberg Café (Boulevardi 9, Helsinki)

At Ekberg, there are mostly customers come in pairs or groups because they tend to stay for than 30 minutes. The café has 4 four-chair tables by windows but only 2 of them stays right next to the 2 big windows. These tables are always full of people because they have nice view from the road. People usually order one drink (coffee or any kind) and one plate of breakfast,

light snack, or cakes. The café is quite busy with people come in and out, so it is rarely that single customers stay to study or use laptops. Ekberg café does not sell take-away products because all the bakery products are sold right next to the café which is Ekberg bakery and have lightly cheaper prices. Customers who visit Ekberg Café dress elegantly, behave politely, and leave the café in good moods.

Ekberg Café is very crowded from the morning until night. The menu is given by staff at the table and it is in both Finnish and English languages with explanations of ingredients under every title of food and drink. Through years, Ekberg is well-known for their bakery products and people still trust them until now for the diversity, high quality, and heaven tastes. The café owns a luxurious look and very hygienic. The observation of this café is conducted in the Summer time and the café also has tables and chairs outside. The staff is professional and friendly. They take orders using a tablet that every staff carries along their sides. When customers come, they will just choose a table and sit down, the staff will recognize the new customers, greet, and give them menu. Unfortunately, due to the crowdedness, the staff cannot greet most of the customers when they leave.

Fazer Café (Kluuvikatu 3, Helsinki)

Most customers visit Fazer Café are in groups, especially tourists, company or family meetings, with reservations. There are some tables by the windows, but most customers still prefer sitting in the central or at the corner. Fazer café serves also breakfast and lunch besides cake and pastries, and light eats. When visiting Fazer Café, people will always order something else to eat besides coffee and they mostly consume at the place than taking away. Customers are polite but chatting sound is quite noisy as well. They leave the café with happy faces.

During the observation period, the café is very crowded and full of people in popular hours. The interior design is luxurious and elegant. The menu on the wall behind the cashier is easy to see and select (there is also drink menu on the wall in the customer sitting areas). Food and drink are fresh and delicious and there is also an edible gift section of chocolate with different flavours. The entire café is clean and hygienic. Staff is professional and friendly in serving and helping customers. The staff does greet customers when taking orders and serving; however, they cannot greet the customers when leaving because of a large number of customers to serve.

Gateau (Helsinki Central Station's tunnel)

Gateau is visited by either single or group customers. There are only 3 bar chairs by the window for the customer to sit. People usually order takeaways (a cup of coffee, pastries, cakes, bread). If the customers need a quick bite before going to work or just to soothe the hunger, they may stay. The customers are happy when shopping at Gateau for tasty baked goods.

The café locates in the tunnel of Helsinki Central Station, so it has the noise from many busy people walking across the place. However, it is not a big problem since the café is supposed to operate in the busy area. The board of menu is on the right wall at the cashier and it is clearly to see what Gateau serves and prices. Gateau is an artisan bakery from Sweden since 1937 which makes products in French styles, but it has adapted Finnish taste when starting to sell products in Finland. (Gateau 2018.) Their products have good quality from outlook to flavour. The small café is very tidy and well-organized. Staff is always friendly when interacting with customers and smiles when greetings them.

From the results of the observation method, the authors can capture the way and the reason of what people are doing to get the insights of customers for the café-bakery industry. On the other hand, through types of customers and their activities and interaction in café-bakery environment, an insight of customer (consumer) behaviour is provided. Based on the observation checklist, all of questions are answered and the authors figure out the stages in the process of going to the café-bakery of customers on both sides of customers and café/workers.

6.2 Results from net scouting

In this subchapter, the results from Net Scouting process will be shown and described. A list of five chosen café-bakery and cafés which bake their own bakery products include The Helkatti Cat Café, Mumin Kaffe, Roots Helsinki, Brooklyn Café, and RUPLA. These cafes are chosen for Net scouting method because of their special themes and unique ideas. The illustrating pictures of these places will be attached in the Appendix 5.

The Helkatti Cat Café

The Helkatti Cat Café (appendix 5.1), was firstly named 'Kissakahvila Helsinki', was established in summer 2015 and spring 2016. This is the only Pet theme café in Helsinki at the moment which suits for every cat lover (varying from children to adults). It locates on Fredrikinkatu 55 Street which belongs to the 'busy' Kamppi area and is surrounded by many shopping centers, hotels, local tourist attractions, etc. Their menu includes small and bigger eats (bread, salads, soup, etc.), sweet desserts (cakes and ice creams), hot and cold drinks with cute cat designs, and adult drinks (contain alcohol). Their prices vary from 2.5 euros to 49 euros depending on the number of people, types and sizes of food and beverages, and offer of each day. The entrance fee is 5 euros and customers can enjoy their time in 1.5 hours. The café is very popular and usually, people book their seats in advance before each visit. Walk-in customers are welcomed but the café is mostly full at popular hours (from 12:00 to 16:00). The café's door is always opened by staff when customers ring the doorbell to avoid cat getting out. There are certain rules for petting the cats, so each customer should go through the instruction on the café's website beforehand. One of the authors had a chance to visit this place in April 2017 and it was a great visit for a cat owner/lover like her. (The Helkatti Cat Café 2018.)

On their Facebook page, there are 21,327 likes and 20,946 follows from people. The total rating is 4.7 over 5 and most of the visitors recommend the place with nice keywords (in both Finnish and English) such as cosy, cute cats, lovely place, friendly and helpful staff, good coffee and food, etc. They receive only a few of service-related complaints at popular hours. The café had recently removed the age limit rule and some customers are not happy that many kids mistreat the cats as well as not respect the café's rules and other customers' atmosphere by throwing toys to cats or chasing cats. The café already responded and they will improve the situations in the future. (The Helkatti Cat Café 2018.)

Mumin Kaffe

Mumin Kaffe Kruununhaka (appendix 5.2) is the first Moomin café in Helsinki which was opened in 2016 on Liisankatu 21 Street of Kruununhaka area (the street is under construction at the moment, so the café is temporarily closed). Other four Moomin cafés locate on Fabianinkatu 29 Street (near Esplanadi Park and Kauppatori), Korkeavuorenkatu 19 Street (now had been shut down permanently), Mechelininkatu 3 (in Etu-Töölö area), and in Stockmann (5th floor). Café, bakery, deli, shop design, organic, and raw are the keywords of Mumin Kaffe. The concept is a combination of Moomin brand and Scandinavian design. Their slogan is "Café, where children come first" which describes the place is meant for children. Mumin Kaffe is suitable for family meeting, party (including Christmas party), presentation, show, etc. There is a small playground at the corner of the place for children to exercise or just have fun and read Moomin books in many languages. Unfortunately, their website has been closed and the authors cannot access to get more information about the menu, prices, and bookings. Most reviews on their Facebook page are positive and some customers wish Mumin Kaffe would update more for the children corner so there could be something new when revisit the café. (Sokoshotels.fi; Muumin Kaffe Facebook Page 2018; venuu.fi 2018.)

Roots Helsinki

Roots Helsinki (appendix 5.3) is an impressive combination of café, yoga, cakes, and life which aims to bring about good feeling, passion, and healthiness for people. The idea of this place was created by GreenStreet and Em Yoga in the Spring 2016. Roots Helsinki locates on Vaasankatu 14 Street in Kallios area and surroundings are mostly restaurants, bars, pubs, and other shopping stores. In one place, they have the upstairs cafe (including 30 seats and 50 standings), a yoga studio (49m² in size), and a downstairs lounge (60m² in size). This place is ideal for young people and middle-aged people may find it interesting as well. (Roots Helsinki 2018.)

The entire menu of Roots Helsinki is vegan, non-dairy, and some are raw vegan and gluten-free. It includes breakfast combos, small eats, smoothies, lunch (the menu is different on each day), dinner, drinks (coffee, beverages, etc.), cakes (raw and baked). Prices are reasonable since raw vegan and vegan ingredients usually cost more than regular ingredients (vary from 2.5 euros to 75 euros). At the café, there is service for laptop-using people who want

another place to work or study instead of library or home. The general fee is 7.5 euros per hours (5 euros for students) and coffee and tea are served unlimited with the internet connection and power plug. Yoga class can be booked online and all information is well described on the main website. They also take custom vegan catering services (for small and big events) such as custom raw cake orders, party, meeting, and wedding. People visit this place mostly from 9:00 to 13:00 and from 15:00 to 19:00 on weekdays, and from 11:00 to 17:00 at the weekends. On their Facebook page, the total rating is 4.7 over 5 and especially people recommend this place because they use fresh and good-quality ingredients as well as creative décor and peaceful atmosphere. (Roots Helsinki 2018; Google maps 2018.)

Brooklyn Café

Brooklyn Café (appendix 5.4) was established in December 2011 by two sisters from Brooklyn who love coffee and baking. The café is located on Fredrikinkatu 19 Street (in Punavuori area) and known for dark-roasted coffee, bagels, cupcakes, and brownies. Their bakery was opened on Fredrikinkatu 25 Street in 2012 to offer more baked products to their customers. In 2017, the bakery got an official name as Brooklyn Baking Co. Customers can order and drink coffee at the café or purchase a 250-gram bag of coffee beans to enjoy at home. Bagel is a famous and popular food at Brooklyn Café with 6 different types and over 10 types of fillings including vegetarian or vegan selection. Vegan waffle with fresh berries, fresh salads, and avocado toasts are also a good option. Brooklyn Café is proud of their cupcakes and it is one of the reasons which encouraged the owners to open a bakery for large orders. The authors had a chance to visit this place in April 2018 and the first impression was spotted on the American vintage decoration of the café. (Brooklyn Café and Bakery 2018.)

In this winter, the owners will soon organize a book club for book lovers to meet up twice a month and discuss questions related to the book of each month. In August 2018, Brooklyn Café Aalto was opened and serves also brunch (salads, warm quinoa bowls, pancake, etc.) on Saturdays besides other food. On their Facebook Page, the rating is 4.6 over 5 and most reviews are positive. Many customers mention delicious bagels and cupcakes with friendly service. Very few customers complain about the service in popular hours. (Brooklyn Café and Bakery 2018.)

RUPLA

Art is sometimes a way for people to find their peaceful moments. RUPLA (appendix 5.5) is a combination of café, art gallery, vintage shop, and event spot. There is no specific information about how and when RUPLA was established. The café is located on Helsinginkatu 16 Street and surrounded by many restaurants and cafés (including Roots Helsinki). At RUPLA, many types of art are presented, their exhibitions usually last 3 to 4 weeks before switching to another topic, and sometimes the exhibitions are organized outside of the place. If the customers want to know which topic comes next, they can visit RUPLA's website to find out. (RUPLA 2018.)

RUPLA believes they are famous for their 'super' fresh and delicious breakfast, lunch, and brunch which come in the type of buffet. Breakfast costs 10€/person and is recommended for vegan-diet people (including croissants, bread, vegetables, pasta, cheeses, fruits, muesli, yogurt, potatoes, smoothies, and juices). Lunch costs 10.5€/person including 8 salad buffet, hot meal, pastries, and coffee (vegetable option is vegan and gluten-free). The lunch menu changes every week and each weekday has a different type of hot meal. RUPLA's colorful brunch is opened on Saturdays and Sundays and suitable for vegetarian, vegan, and gluten-free people (including 10 different salads, some warm meals, cakes, smoothies, cheeses, jams, juices, dips, coffee, and tea; price is 23€/person). Their cakes and treats are home-made and coffee is from their own roastery. (RUPLA 2018.)

People can rent RUPLA's space as a private venue for events at a cost of 400€/ evening (17:00-22:00). They can host weddings to funerals, company events, etc. Catering services are also offered for private events at customers' places. It is recommended to reserve a table in advance before visiting the place. From the reviews on Facebook, most people recommend the place and very few negative reviews are shown (the rating is 4.6 over 5). Customers are mainly happy about RUPLA's fresh organic and unique food and some say that their cakes are a must-try thing when visiting this café. (RUPLA 2018.)

In table 1, the final average points for each café has been shown. The symbol '-' means that there is no data of the point on either Eat.fi or Facebook Page. Among the cafés, Mumin Kaffe does not appear on Eat.fi while Brooklyn Café does but the rating function is currently disabled. On Facebook, a page of one specific business does not have several factors for the customers to evaluate, and the average point is calculated based on the number of stars given by the customers (1 to 5 stars). That is why there is only one average point for everything. As seen from the table 1, Roots Helsinki and The Helkatti Cat Café get the highest points with 4.75 and 4.65 over 5. Roots Helsinki is a good example of fresh and healthy style with good-quality food made from fresh and naturally colorful ingredients and Yoga classes. Also, on their Facebook Page, the café is very active on posting healthy posts of food and drinks, and Yoga (events). The Helkatti Cat Café can be seen as an exceptional café in Helsinki with special cat theme. People who love cats or want to relieve stress by petting and watching cats will definitely visit this café. Cats are lovely and the café does not hide them but let them lie and play by the window sills, this way will catch more attention from walking people outside. This café also has many choices of food and drinks with reasonable prices, especially they use cat-theme latte art for every coffee or hot chocolate mug. (Eat.fi 2018; Facebook 2018.)

Unlike observation process, it does not allow the authors to observe what is happening in customers' minds during their visit at a café. Net scouting gives a closer look at the post-purchase stage which shows what customers truly think about their visit (including atmosphere, products, services, and staff). Moreover, by using net scouting, the authors can see how well each selected café describes the uniqueness of their products and services which cannot receive through only observation. In addition, the authors can know if each café-bakery performs exactly like what they describe on their websites (including the place, products, and services).

	Product quality	Value for money	Overall experience	Average Points on Eat.fi and Facebook Page	Final average point
The Helkatti Cat Café	Eat.fi: 4.6/5 Facebook: -	Eat.fi: 4.6/5 Facebook: -	Eat.fi: 4.6/5 Facebook: -	Eat.fi: 4.6/5 Facebook: 4.7/5	4.65/5
Mumin Kaffe	Eat.fi: - Facebook: -	Eat.fi: - Facebook: -	Eat.fi: - Facebook: -	Eat.fi: - Facebook: 4.3/5	4.3/5
Roots Helsinki	Eat.fi: 4.8/5 Facebook: -	Eat.fi: 4.8/5 Facebook: -	Eat.fi: 4.8/5 Facebook: -	Eat.fi: 4.8/5 Facebook: 4.7/5	4.75/5
Brooklyn Café	Eat.fi: - Facebook: -	Eat.fi: - Facebook: -	Eat.fi: - Facebook: -	Eat.fi: - Facebook: 4.6/5	4.6/5
RUPLA	Eat.fi: 4.3/5 Facebook: -	Eat.fi: 3.3/5 Facebook: -	Eat.fi: 3.7/5 Facebook: -	Eat.fi: 3.9/5 Facebook: 4.6/5	4.25/5

Table 1: The assessment board of 5 chosen cafes

6.3 Results of market survey

The market survey is conducted in 3 months (January - March 2019) and gather responses from 212 people (including Finnish and International people). In Appendix 6.10, young people tend to use social media more than middle-aged and older people, so the percentage of age group 18-25 takes up most of the circle with 40.6%. Then comes the age groups 26-35 (23.1%) and 36-40 (17.5%). The rest of other age groups is not significant (40+ and Under 18). In Appendix 6.1, it seems like most people sometimes purchase bakery products along with their coffee (43.4%). The lowest percentage is 'never' (7.1%).

It is a good sign that many people enjoy their coffee with something else (bakery products) beside other light snacks. Also, nearly 90% of the survey participants are familiar with the 'café-bakery' concept and around 77.4% of them know some famous café-bakery in Helsinki (and other cities in Finland); however, a bit more than half of them does not visit these famous places often (Appendix 6.2 and 6.3). The reason which makes people choose not to visit famous café-bakery could be the need to explore other café-bakery to find something new in product ranges, location, and customer experience.

According to answers from question 4, many people know the concept of café-bakery from their friends and websites/blogs (Appendix 6.4). Word-of-mouth seems to be a powerful way to spread the new information around because new idea cannot always be explored by people themselves. From Appendix 6.5, Fazer Café is the most well-known by the participants with 167 people (78.8%) and the second is Ekberg with 114 people (53.8%).

Question 6 brings about many choices of café-bakery recommended by the participants. This question is not compulsory to everyone and people can freely suggest any café-bakery they like. The answers are mixed up because some people give many names of café-bakery at once, so the calculation system of survey platform cannot count exactly how many percentages for each café-bakery (Appendix 6.6). About 64.6% of participants prefer homemade bakery products rather than mass-produced ones (Appendix 6.7).

One of the most essential question of this survey is question 8. This question helps the authors find out which factor matters the most to people when they visit a café. As shown in Appendix 6.8, the highest-percentage choice comes out is not very surprising with 'Quality of food and drinks' (41.5%), next is 'Café atmosphere/decoration' (21.7%), 'Price' (16.5%), 'Menu variety' (14.6%), and 'Hygiene' (5.7%). According to these results, the criteria for selecting a café of people are arranged in the following order: Quality of food and beverages > Atmosphere and décor > Price > Variety of menu > Hygiene. The hygienic standards of Finland are conducted very carefully based on the strict requirements of Finnish Food Authority. Hence, people living in Finland trust the hygienic level of food in cafés and restaurants, that is why hygiene the least important factor to participants. (Common Requirements in the Food Sector for Companies; Food from Finland.)

Café is usually a place for people to gather and have time with friends or work-related meeting, study and work, etc. Based on Appendix 6.9, people visit a café a lot when having meetings with friends or work partners (73.6%) while others are likely to come to try special coffee or treats (43.4%). Young people go to cafés to find another atmosphere for studying or working (31.6%). Not many people are interested in trying out seasonal food and drinks, so the percentage is only 10.4% with 22 people.

7 Outcome

At this point, the outcome of different methods used will be presented by showing how they help the authors after the whole process. Also, the outcome from service marketing and the vision for two authors' future business will also be described.

7.1 Outcome from methods

Through observation method, the authors can comprehend how and why people are doing to gain customer understanding for the café-bakery industry. At the same time, an understanding of customer's behaviour is provided via customer's types as well as their interaction and activities in the café environment. The process of going to a café of customers are also found out based on the answers of the observation checklist.

Net scouting method provides an in-depth look at the post-purchase step that let the authors know how customers evaluate about their visit at the cafés through online feedback (they assess the general atmosphere, products, services, decoration, and staff members). More than that, via net scouting, the way each chosen café tells about their café's ideas, products and services, uniqueness gives the authors more information of each place which cannot be observed at once. Based on their online descriptions, the authors can confirm and compare whether each place performs like what they state on their websites and Facebook pages. On the other hand, according to Net scouting's results, it is obviously that the success of every café also depends on online customer's reviews which many people usually read before visiting any café. Then, the café owners learn more from those reviews and manage their types of services to enhance customer experiences.

From the result of market survey, most people are familiar with the café-bakery concept and they are those who sometimes purchase bakery products along with their coffee. This is a good point because it allows the café-bakery concept to have the opportunity to enter the market in the near future. The concept is mostly discovered through mouth-to-mouth method (from everyone's friends) and other websites or blogs for food and drink recommendation. Also, many people care about the quality of food and drink as well as homemade bakery products along with café's décor and atmosphere. This finding is very important for the authors' future business because it helps identify which factors that matter the most to customers from the beginning of establishing a café-bakery. Among the suggestion of many cafés, Fazer

café and Ekberg make up the most votes, thus, they are both chosen as model cafés for the authors to learn from.

7.2 Service blueprint as an outcome of observation

In this thesis, a diagram was mapped out to see how all elements interlink and the whole process work out. The advantage of this step is sketching out the breakdowns as well as further business propositions. Moreover, it not only analyses the user-experience-metrics but also identify a vision for how the touchpoint could become higher. As mentioned in the service blue print definition, the Service Blueprint is a tool to display the customer's path when using the business's services from customer actions to front of stage interactions, back of stage interactions and logistics process. In this part of the thesis, a blueprint in café ordering experience is presented from results observed behind the scene. From this result, a new insight for better service design will be presented in discussion chapter.

Applying the theories described in previous paragraph, a blueprint mapping out customer journey at Brooklyn café is shown in Figure 4. The layout was made with Creatly app.

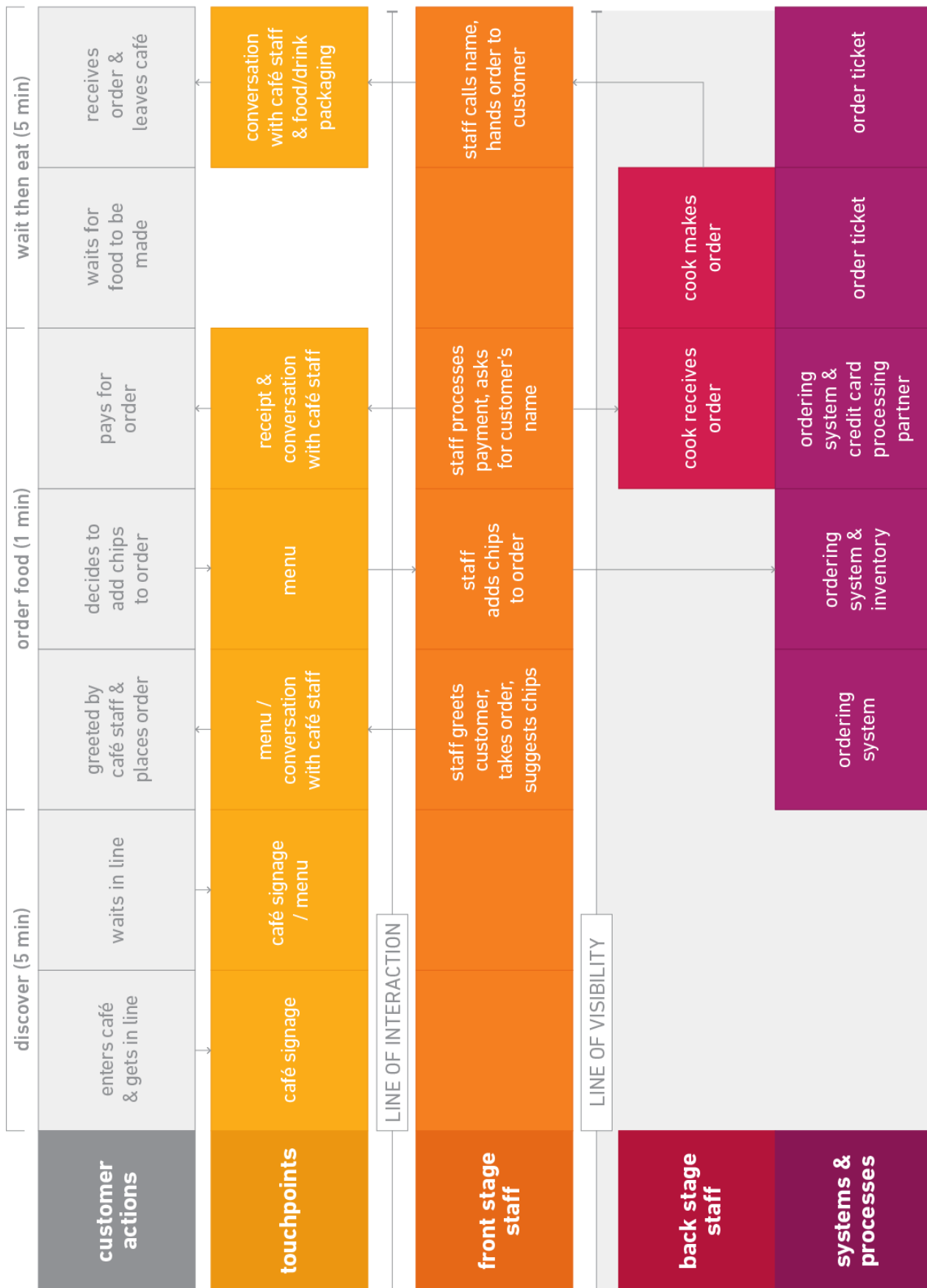


Figure 4: The café ordering blueprint observed at Brooklyn café.

Physical evidence is everything visible to customers including entrance, interior furniture, counter, staffs' uniforms, menu and outside settings. The steps taken by customers when interacting with a service displayed as arriving at the café, looking for a table, reading the menu and making an order are listed in customer actions section. Front stage actions are steps happened in the front hall of the cafe when employees interact with customers which consists of greeting, taking orders, serving food. While backstage is the behind cashier counter where the employees perform and prepare the food and drink.

The chain began with the awareness of customers about the presence of menu when they come into the shop. When customers search through the menu, they start to decide on what to order. Meanwhile, the frontstage staff received, confirmed the order and perform the act of making food or beverages to the backstage action. Customers cannot see clearly what happen in the back of stage. Next, customers were informed their order would be prepared and sit back or stand to wait for their finished products after paying at the counter.

This blueprint following the observing stage gives many advantages. Conflicts regarding front-end and back-end development can be avoid since hidden obstacles can be seen early on. Important details that could be mistranslate from different service designers will be prevented. The efficiency also increases since problems occurred are recognized early on lead to cutting costs down. Also, in order to prevent failure in the front stage, the process design can add technology to help with more accurate delivery of product. Instead of calling customer names, that sometimes customers cannot come to receive soon enough or misheard due to the noise from other customer, it can lead to stagnancy in front of the counter, the café can utilize beep and vibrate devices with number on them. The result of redesigning service process can bring wonder changes and better quality of services.

7.3 Outcome from service marketing

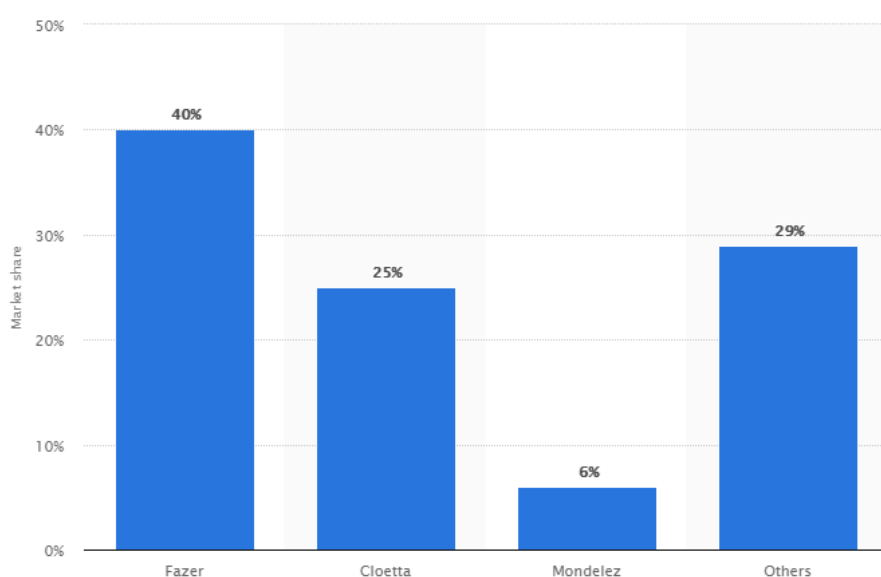
After researching and thoroughly understand the concept of service marketing, the next step is to build strategies that fit the future company's vision. In order to align the authors messages and marketing programs with the advantage to get ahead of competitors, an effective research based on surveys, customers feedbacks or interviews to identify target customers, existing market and what can be created for the market is much needed. Therefore, with the authors' knowledge resulted from the researches and the vision for a unique business, our future company's customer segment ranges from all age, especially family with children and young people since the café will provide services that focus on indoor activities for extreme weather time. Since our competitors probably have the same targeted customers also, therefore it will be important to have a defensive strategy in place to retain our clientele. The most effective way to maintain consumers' attraction and loyalty is to create specific campaigns around where they are in the customer lifecycle. It will be online marketing campaign that takes place on social media.

People will come for the coffee or the homemade bakery products, but our brand is about experiential strategy. The first component is the service variety. A class that teaches children to bake cakes and pastries will be held two times per month and the quantity of classes can be increased during winter time. In class, a simple tool kit used for baking and the ingredient set will be provided, included in the package price. After class, the same ingredient and tool can be sold for take-away so that customers can create the same products learned in class at their own home. Our goal is to offer more indoor activities options for people who look for interesting activity that is accessible in cold weather.

The second component is the products themselves. Our future café prides itself on producing our own bakery products. Since we make our own cakes and pastries, themes according to holiday or season can be implied on products decoration to create the surprise element for customers. The quality will be controlled carefully and easily evaluated each day. To enforce the exact product standard, we will work directly with our potential partner and the making process can be seen by customers. We want to enrich people's lives with our offering. Our products will be organic and have vegan options as well as healthy and easy to consume.

At the moment, the market of café bakery is dominated by Fazer company (illustrated in the following graph):

Market share of confectionery companies in Finland in 2018



DOWNLOAD SETTINGS SHARE



DESCRIPTION SOURCE MORE INFORMATION

This statistic shows the market share of confectionery companies in Finland in 2018. In that year, Fazer held the largest share of the Finnish confectionery market (40 percent). Other major players in the market include Cloetta and Mondelez.



Figure 5: Market share of confectionery companies in Finland in 2018 (Statista 2018.)

Despite Fazer's overwhelming presence, we differentiate our future company with an independent business image that is social and inclusive, diverse and intellectual, artsy and funky, somewhat intimidating to older, more mainstream coffeehouse customers. We care primarily about customers perception, not about making money.

In terms of non-product innovation, we will utilize the Kliento system that allows customers to store points to their travel card or a separate Kliento card. Traditional point paper cards are easy to lose and forgot at home, these alternative electron cards will help maintain customers loyalty and come back again for the cards' benefits. About product innovation, we will introduce new drinks and bakery items at least one every holiday season. However, surveys on how customers enjoy the created items will be conducted to attain the success of new items.

7.4 Vision for future business

In this subchapter, the general steps of opening a theme café will be listed, including 7 steps in total. This helps the authors to first visualize what elements needed to consider before opening a café. Also, a café menu is also quickly described to draw a clearer look at what will be served in the future café-bakery.

The first step is to determine a theme (concept) for the café. This is very important at the first stage because the owner must choose and predict a theme which could be maintained in the competitive market for a long time. The theme will be a cornerstone for the coming-up business plan. As a theme café, the influence of the theme will affect the decoration, menu, atmosphere, services, and activities of the place.

The second step is to set up a business. The owner must consider if he/she runs the whole place alone or requires the help of other partners/companies. If yes, make a good choice in selecting the right partners which suit all the demands because they may cooperate with the owner for a good amount of time to create and run a successful business. Then, consider about the investment and other commitments required to grow the business.

The third step is to decide a location. As mentioned in the subchapter 4.1.1 Theme café, choosing a good theme but it must fit the local people in the neighbourhood. If the theme is unique and perfect but the local people do not really care about it, they will not mouth-spread the existence of the café to other people. The café will end up being isolated in the area. Thus, a good location should fit the theme, local people, other surrounding businesses, and the owner as well. In addition, the rent should also be focused on. A perfect location may request a big amount of expense to pay every month. A bad location can be turned into a good one if the owner knows how to do the marketing for their place.

The fourth step is to consider the laws and regulations. In Finland, this could be one of the biggest struggles that every owner meets. Some 'unique and weird' themes can become popular easier in other countries but difficult in Finland. Moreover, depending on what types of products and services the owner will sell, there are different certifications and licenses to go through; for example, food hygiene and alcohol certifications.

The fifth step is strategize an action plan that guarantee the business reach the targets. Without a fully developed business plan, there is no other way to attain business's ultimate goal. For example, in order to create tactics that would improve revenue, a pursue of planning process that aligns the objective with the strategy is needed. A business plan plays a role in guiding through each stage of developing and managing a café and will be a road map for how to organize, run, and expand a new business.

The sixth step is finding the best equipment and coffee suppliers. Obviously, having good and reliable suppliers plays a key role in running a successful business. The main suppliers are coffee beans, milk, fresh ingredients, bread, cake and groceries, differences based on the type of the café. It can be overwhelming at first to have the exact list of goods needed to run the store, taking time to write down everything even things including paper cups, lids, toothpicks, serviette, cleaning towels would help to make sure all is prepared. From this detailed list, a search for suppliers that best fit with business philosophy can be started.

The last step involves with appearance work for the actual café, decorating and hiring employees. In order to obtain an effective system for front-of-house to backstage, a careful thought-out layout must be designed. Then start to look for the right people. Many people would choose to hire experienced staff while the important thing for service people is attitude. Skills can be learned with time but people with a good attitude will make customers stay. Also, an applicable award system, tax and other regulatory policy is in consideration in this stage.

A list of basic Italian coffee including espresso, cappuccino, macchiato, latte, Americano will be selling. For a trendy mix, our café offers specialty beverages: three kinds of hot chocolate, special cold drinks, matcha latte and strawberry latte. Adding to this, a wide range of tea consists of green, black, white and red tea is provided. This drink menu ensure that every targeted customer can find what they want and try new things. Since coffee is such a beloved drink in Finland, people have knowledge about coffee and different kinds of ways to prepare them, dark roasted to light roasted, French press to cold brew, the quality of coffee bean will be selected carefully. Reliable suppliers like Johan & Nyström or John's coffee are considered.

MENU		
	Small	Large
HOT DRINKS		
BREW COFFEE	3 €	4 €
ESPRESSO	2,5 €	3,5 €
CAFFÉ LATTE	4,2 €	5 €
MACCHIATO	2,5 €	3,5 €
CAFFÉ MOCHA	4,9 €	5,2 €
DARK HOT CHOCOLATE	4,2 €	5 €
MARSHMALLOW HOT CHOCOLATE	4,5 €	5,2 €
WHITE CHOCOLATE	4,5 €	5,2 €
MATCHA LATTE	4,5 €	5,2 €
TEA	3 €	4 €
COLD DRINKS		
MATCHA FRAPPE		5,9 €
COFFEE FRAPPE		5,9 €
STRAWBERRY LATTE	4,9 €	
ICED LATTE		5,2 €
ICE CREAM COFFEE		5,9 €
ICED TEE		4,5 €

Table 2: Drink menu

According to Table 2, hot drinks will be offered in small and large size and cold drinks will be served in one size with price accordingly. This menu price will be adjusted based on actual ingredients costs. More seasonal beverages for summer, autumn, or winter can be created while running business.

To Finnish people, bread is one of the most important elements which appears on almost every table when it comes to dining time. It is the reason why Finland is very proud of their

culture of bread and has created various types of bread by adapting mostly from Swedish cuisine and their own taste developing time through time. (Wikipedia 2018.) According to the authors' knowledge and finding, Finland has a more influential history of bread than pastries and special-diet types which have very few general information to be found on the Internet. On the other hand, during the observation process, the authors found out that most consumers chose products which have bread texture or a toast with toppings to enjoy with coffee rather a piece of colorful and modern no-baked cheesecake. This leads to the decision that the future café-bakery would have bread products but other pastries and special(-diet) products would be focused more to spread their popularity.

Traditional Finnish pastries would be on the future menu by all means. 'Finns gonna be Finns'. Anyone who has lived in Finland for a few years knows that Finnish people tend to adore their traditional food and culture, so it could be a challenge for those who want to bring about an absolutely new thing for them to adapt right away. It would make sense if the future theme café-bakery firstly serves the traditional pastries and then comes up with new products week by week by gradually introducing the new ideas for Finnish people to adapt and enjoy. Ekberg and Fazer are two famous brands existing in Finland that the authors can do more research about and learn from their styles, ways of operation, types of products, etc.

8 Conclusion

Throughout the process of writing this thesis, the authors find out that there are not many previous researches on café-bakery in Finland (in both English and Finnish languages). Therefore, the authors concentrate on studying popular café-bakeries which gain the public preference. More than that, the theory of Finnish bakery was difficult to find and access; hence, the authors utilize general theory for bakery in Europe and describe the current trends of bakery in Finland.

As stated, the researches on café-bakery in Finland was hardly found. For that reason, this thesis is written as a research to add more diversity in café-bakery's research for other future researches on this subject. Additionally, the chosen café-bakeries for this thesis can see what strength and weakness in their customers' perception to improve their products and services. Based on Net scouting's result, two models of café-bakery are found for other places to learn from are Roots Helsinki and The Helkatti Cat Café. Besides, the market survey supports the authors identify how possible the chance is for café-bakery concept to enter the market. Service marketing helps the authors produce an essential outcome for establishing future café-bakery with innovation in services as well as customers experiences and retention. After all of the research work, the authors also find out the answer for the aim of this thesis (objectives) to apply for the future café-bakery to serve customers better for a successful business in Finland.

In addition, there are also some limitations and challenges during the whole process. The authors can only observe popular cafés in Helsinki area (not all cafés in Finland). As International students, the authors can only read and comprehend sources in English language. However, the topic is to understand customer perception of café-bakery in Finland and some of them were written in Finnish language; thus, the authors have to translate themselves and ask for help from their Finnish friends to get precise information. Finnish bakery theory is not available in printed books, so e-books and other sources were used alternatively. Furthermore, the authors have just lived and studied in Finland for a little over three years and it is not enough for them to completely understand Finnish customer's perception (it is better to be a Finn to comprehend other Finns). Currently, there has not been yet one website which people can rate and give feedbacks for all cafés in Finland. The authors find it hard to analyse the sources for Net scouting on several websites because each of them has a different system.

In the future, the authors are hoping there would be a category of research for café-bakery in Finland (current popular categories: restaurant, café, bakery, bar, etc.). Also, a Finnish website and its mobile application should be created to make it easier for Finnish people to share their opinions on any café they visit in Finland as well as finding out a perfect place matching their expectation. At the end of this thesis, the authors would like to thank for the significant supports from the supervisors. The thesis guiding sessions organized by the supervisors assist the authors by together figuring out the problems and solve them in a proper way with new ideas. Last but not least, each member of two authors wants to say 'thank you' to each other for the cooperation throughout a long time to complete this thesis.

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Appendix 2: Observation checklist

Customers side	Café/workers side
1. Do customers come in single or groups?	1. Were the cafes crowded or quiet?
2. Where do they choose to sit, central, corner or by window?	2. Were the menus clearly displayed and easily viewed?
3. Do they order only beverage or one beverage plus one snack?	3. How were the quality of beverages/pastries/cakes/cupcakes?
4. What is the purpose of the customer while visiting the cafe: study, have meeting or to takeaway products?	4. Did the cafes keep good hygiene?
5. Do people behave in a polite and quiet manner or loud and careless?	5. Were staffs friendly and helpful?
6. Do customers look happy leaving the premises?	6. Did staffs greet customers when they come in and when they leave?

Appendix 3: List of characteristic elements (Created by the authors for Net scouting.)

History

Location and
surroundings

Age and
gender

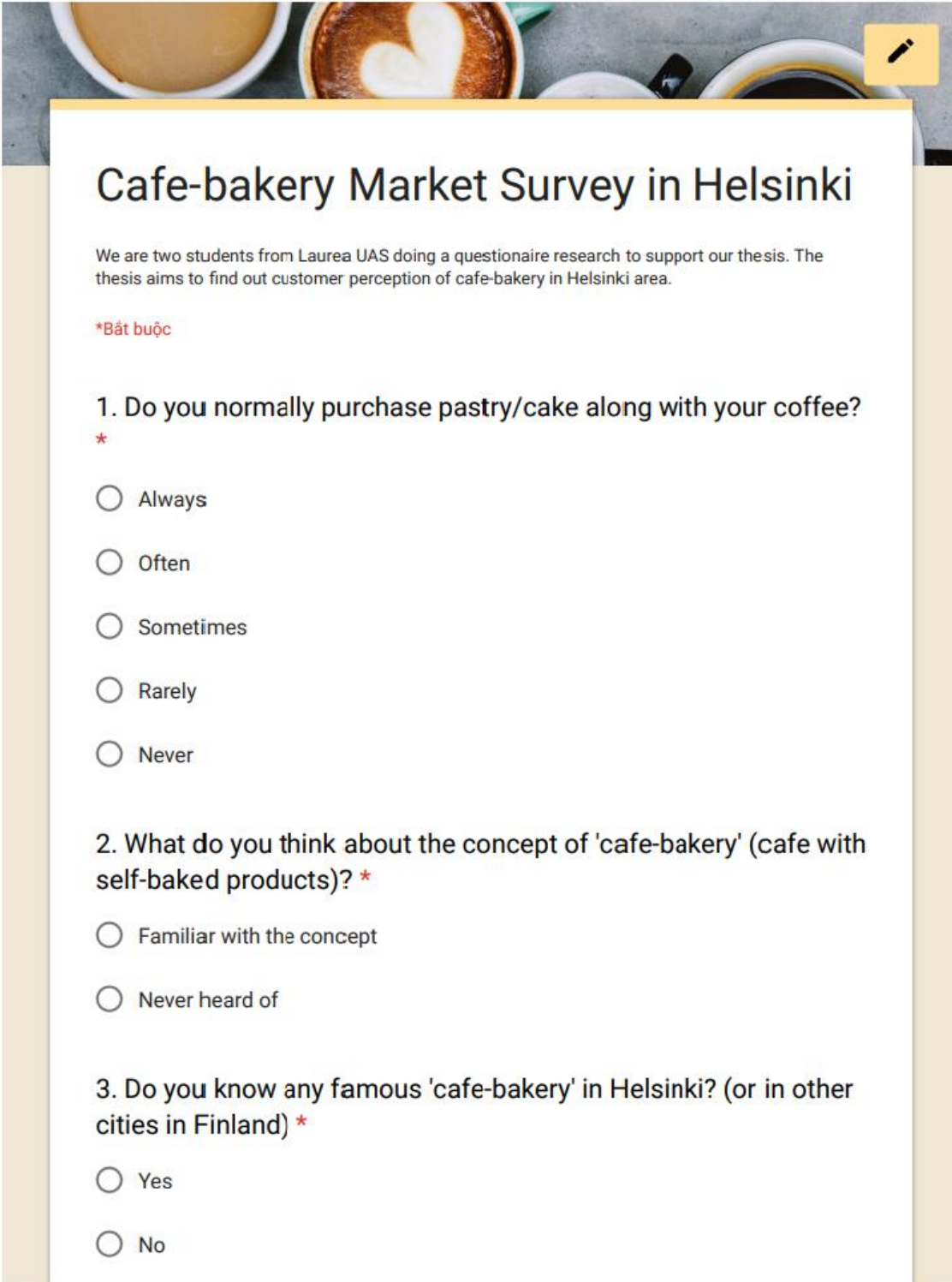
Menu and
price

Service
types

Reservation

Rating and
customer
reviews'
summary

Appendix 4: Café-bakery market survey in Helsinki.



Cafe-bakery Market Survey in Helsinki

We are two students from Laurea UAS doing a questionnaire research to support our thesis. The thesis aims to find out customer perception of cafe-bakery in Helsinki area.

***Bắt buộc**

1. Do you normally purchase pastry/cake along with your coffee? *

- Always
- Often
- Sometimes
- Rarely
- Never

2. What do you think about the concept of 'cafe-bakery' (cafe with self-baked products)? *

- Familiar with the concept
- Never heard of

3. Do you know any famous 'cafe-bakery' in Helsinki? (or in other cities in Finland) *

- Yes
- No

If so, do you visit there often? *

Yes

No

4. How do you know about 'cafe-bakery'? (Choose one or more) *

From friends

From newspaper

From websites/blogs

From online advertisements

5. Do you know any of these cafes? (Choose one or more) *

Brooklyn Cafe

Fazer Cafe

Ekberg

Gateau

Kanniston Leipomo

Mục khác: _____

6. Do you recommend any 'cafe-bakery'?

Câu trả lời của bạn _____

7. Is it important that bakery products are homemade? *

Yes

No



8. Which factor matters most to you when visiting a cafe? *

- Price
- Quality of food and drinks
- Cafe atmosphere/decoration
- Hygiene
- Menu variety

9. Why do you visit a cafe? (Choose one or more) *

- To study/ work
- To meet friends/work partners
- To enjoy a special coffee/ treats
- To try out seasonal items

10. Which age group do you belong to? *

- Under 18
- 18 - 25
- 26 - 35
- 36 - 40
- 40+

Appendix 5: Popular cafe-bakery and theme cafe in Helsinki area (Net scouting)



Appendix 5.1 One of the authors's visit in 2017 (pictures on the left) and a popular view at The Helkatti Cat Cafe (picture on the right - www.helkatti.fi.)



Appendix 5.2 Mumin Kaffe Kruunuhaka (Source: www.venuu.fi.)



Appendix 5.3 Roots Helsinki (Source: Roots Helsinki Facebook Page.)



Appendix 5.4 Brooklyn Cafe (Source: Brooklyn Cafe Facebook Page.)



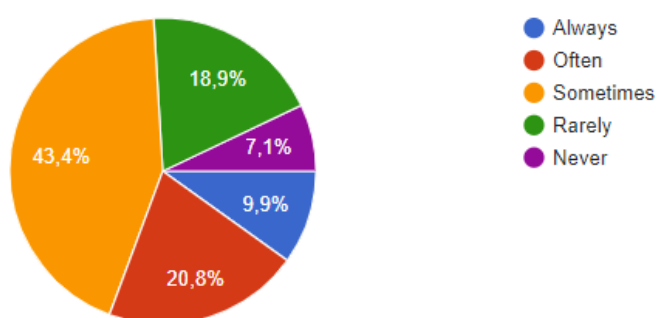
Appendix 5.5 RUPLA's space, art, and food. (Source: RUPLA's Facebook Page.)

Appendix 6: Market survey's result.

Appendix 6.1

1. Do you normally purchase pastry/cake along with your coffee?

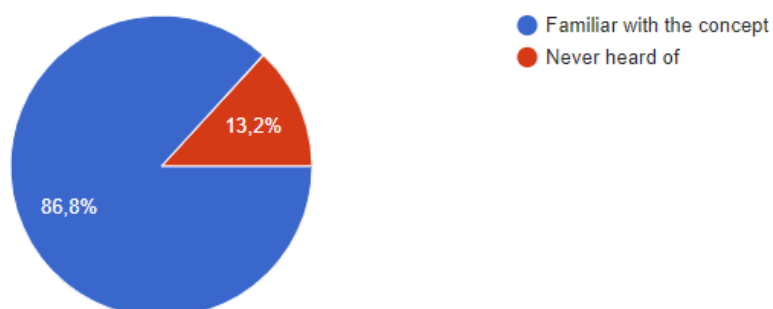
212 câu trả lời



Appendix 6.2

2. What do you think about the concept of 'cafe-bakery' (cafe with self-baked products)?

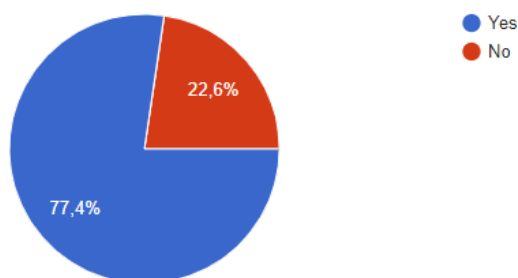
212 câu trả lời



Appendix 6.3

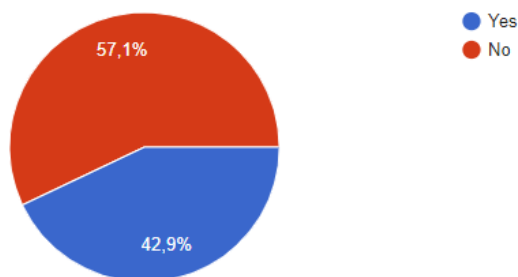
3. Do you know any famous 'cafe-bakery' in Helsinki? (or in other cities in Finland)

212 câu trả lời



If so, do you visit there often?

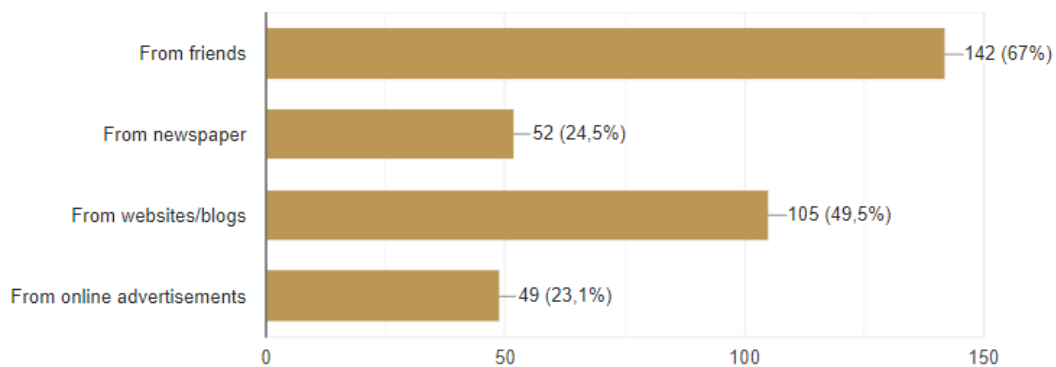
212 câu trả lời



Appendix 6.4

4. How do you know about 'cafe-bakery'? (Choose one or more)

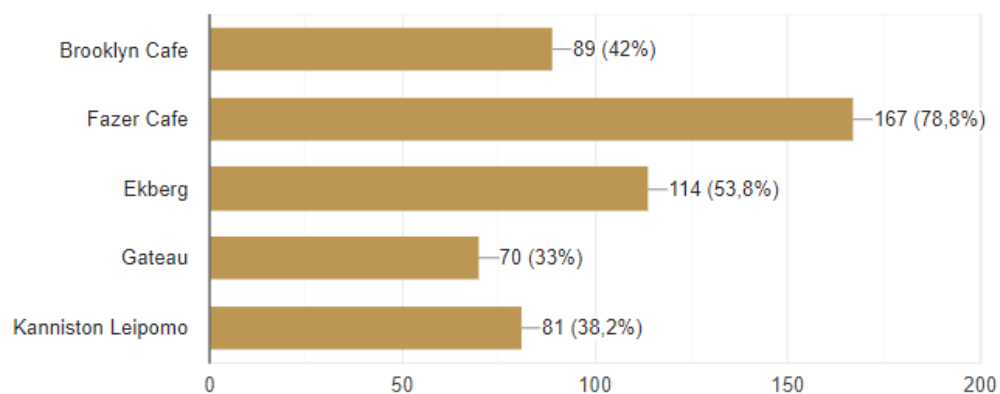
212 câu trả lời



Appendix 6.5

5. Do you know any of these cafes? (Choose one or more)

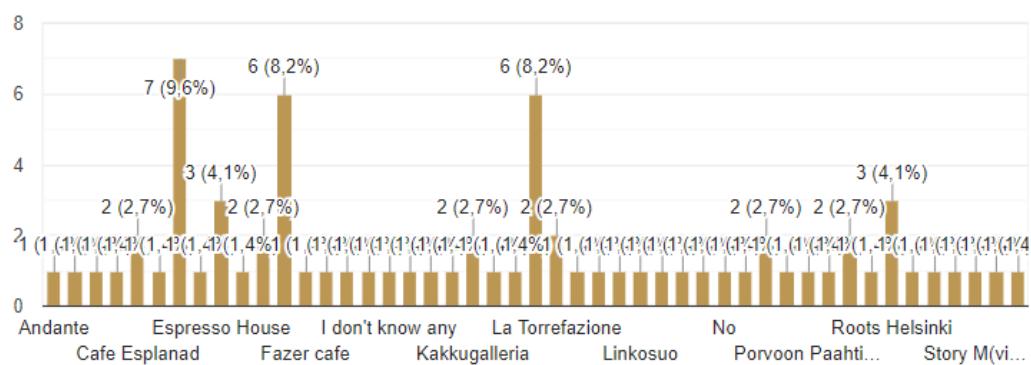
212 câu trả lời



Appendix 6.6

6. Do you recommend any 'cafe-bakery'?

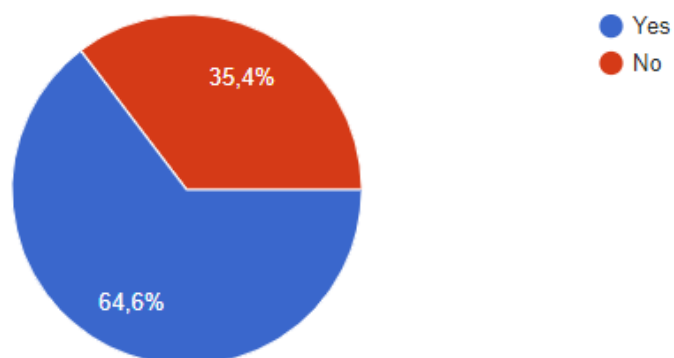
73 câu trả lời



Appendix 6.7

7. Is it important that bakery products are homemade?

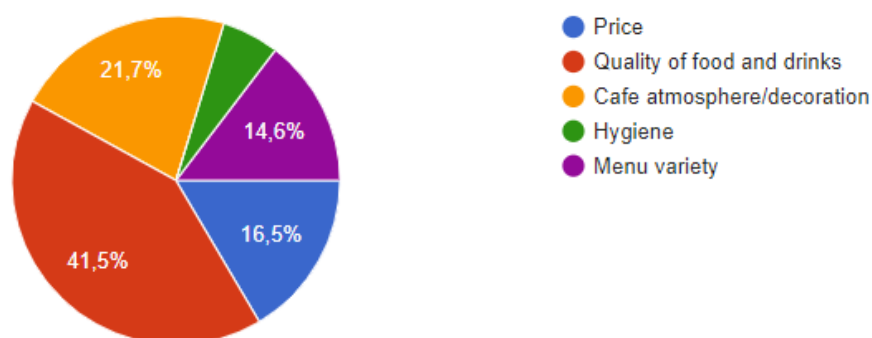
212 câu trả lời



Appendix 6.8

8. Which factor matters most to you when visiting a cafe?

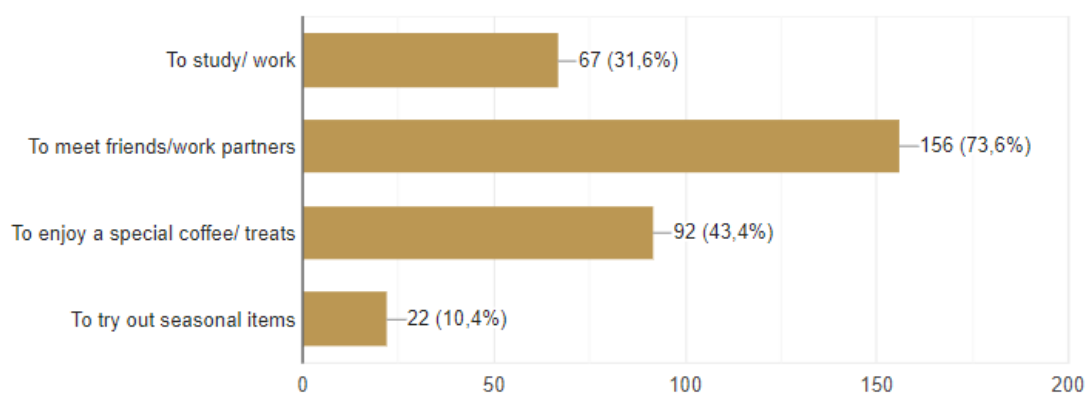
212 câu trả lời



Appendix 6.9

9. Why do you visit a cafe? (Choose one or more)

212 câu trả lời



Appendix 6.10

10. Which age group do you belong to?

212 câu trả lời

