



Creating a Business Model Canvas Specializing in Financials for a Hot Pot Restaurant in Finland

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The purpose of this thesis is to create a business plan by applying the business model canvas concept as well as to draw up a financial plan for the author's hot pot restaurant. The thesis presents the theoretical background of the restaurant concept that the author pursues; as well as the theory of business canvas and financial plan. They are used as tools to analyse and develop a practical business plan. The theoretical framework uses various sources including online books and articles.

The methods used for the development of this thesis are semi-structured interview and non-participant observations. In order to investigate the research problems, a semi-structured interview and non-participant observation were presented. The author conducted an online interview with the owner of KOKORO Sushi restaurant in Helsinki to have an in-depth understanding of the operating principles of an actual business. The interview questions consist of two themes which were prepared in advance. The questions related to business model canvas and financials. In addition, the observation method was conducted at Brokadi restaurant on three days to collect information and data about the restaurant design, menu type, services, and customer behaviour. A list of guiding questions for the observations was developed before the implementation.

The outcomes of this thesis are a completed business model canvas and an estimated financial plan for a hot pot restaurant based on the results of the research methods and theoretical framework. This study helps the author to have a deep understanding of how a restaurant will be built from the early stages. Furthermore, the results from this study give an effective tool for improving the business and creating more value to the customers.

Keywords: Business model canvas, financial plan

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1 Introduction

The primary purpose of this thesis is to focus on the creating of a business model canvas, and a financial plan to apply to the author's hot pot business plan. The goal is to analyse and find the way to create value and build, or improve a business in the near future. For that, the author aims to use the information, data and knowledge in this study to apply the business model tools to start-up or to the early stage of future business. Before the business can come into operation properly, the entrepreneur must already have market research, customer surveys, partners finding, and certainly only when having the positive results, the business is able go to the marketplace.

Business model canvas had been practiced and applied broadly in various form of businesses since it was created by Alexander Osterwalder in 2005. Since then it has been helping countless business owners as a game changers to build a successful businesses by visualizing the framework in which describes the different in all elements of how a business works. It has been a powerful tool that every entrepreneur must know and should use during the first planning stage of starting their businesses.

The study is done by conducting in - depth interviews with restaurant managers and owners in similar business concepts with the author's future hot pot restaurant in order to get a clear picture of how an actual restaurant is running, both in Finland and abroad; qualitative research methods including observation was also performed to clarify and to gather data for more details. The interviews were conducted face to face or via online application depending on situations and the location of the interviewee; and normally last for approximately an hour.

The thesis is conducted with research and works in more details for it to become the writer's future business plan. This thesis would present the theoretical background of what kind of restaurant the writer will pursue in Finland; as well as the theoretical background of business model canvas, which is the tool that the writer used mainly to analyse and to build a business plan for future restaurant.

The following chapter describes the concept of a conveyor belt hot - pot restaurant. Most knowledge and information is collected and presented from internet articles resources since there are not any books or researches related to this type of restaurant concept. In addition, the differences between Asian and Finnish's food culture will be portrayed in this chapter.

The writer had been thinking about what kind of restaurant to open after graduating. During a short exchange period in Japan, the writer had experience the amazing food culture of this beautiful country. The writer was so impressed by the Japanese Hot Pot Style, and after many discussions with all the Finnish people and friends, the writer had come to the agreement that this type of Hot Pot Restaurant would be really suitable for Finland's restaurant market. Furthermore, after coming back to Finland, the writer did some researches on the internet and even observed the customer behaviour in the restaurant where writer is working for; the writer thinks all the information that has been gathered is very useful for the preparation of this business model canvas.

At first, the plan was to focus on the taste of Japanese cuisine, however, after consideration; the writer has decided that the combination of all different types of soup bases from various food cultures would bring the customer more experiences and options. In the other hand, in compare with single culture hot pot restaurant, this "fusion hot pot restaurant" will require a lot of workloads and dedications so that the restaurant can serve the customer with the taste closest to the authentic one. In fact, in Helsinki, there are already few restaurants have hot pot in their menus; but as far as the writer did research, there is no specific place offer hot pot specially, not to mention - a conveyor belt hot pot. Therefore, this is one of the most advantages for the writer's business idea being less competition so far.

2 Hot pot and the difference in food culture

First of all, let's give everyone a draft idea of what hot pot is, in case many might not know about it since it is a kind of an Asian food style. When typing the word "Hot pot" in Google, there are about 158 000 000 results in 0.48 seconds which describes that Hot Pot is a cooking method. It is prepared with a shimmering pot of variety of soup bases serving with different types of vegetables, meats, mushrooms or seafood. Hot Pot originally comes from China; however, there are many versions of it in East Asia such as Japan, Korea, Vietnam, and Thailand. Every version has its own unique taste and specific characteristics in each country. (Liu 2015.)



Figure 1 : Traditional Hot Pot (Liu 2015.)

Figure 1 illustrates the traditional hot pot style. Another factor which might contribute greatly in the success of the restaurant is the cold weather in Finland. Beside studying at school, the writer has been working part time in a sushi restaurant, and as the season changes, from summer to fall and winter in particular, the writer has been noticed the increase of the hot miso soup which were consumed by the customers. The fact that more and more customers consume hot soup everyday which gave the writer the thought of they would react the same with hot pot.



Figure 2: Conveyor Belt Hot Pot

Along with the traditional hot pot (Figure 1), there is another interesting model which would bring a whole new experience to the food lovers, it is called “Conveyor belt hot pot restaurant” (Figure 2). As the name suggests, it is different from traditional hot pot when all ingredients for hot pot will be served right to the table when customers order; with conveyor belt

hot pot, the ingredients will be placed on plates and then arranged on a conveyor belt, and it will run across the tables where customers can choose what they like to put in the pot of hot broth. (Lewis 2019.)

3 Business model canvas

Business model canvas (BMC) is a way of presenting information about the inputs that make up the value chain of an enterprise in the form of images, widely used in the process of building and planning a new enterprise. In addition, it is also used to analyse a company's current situation.

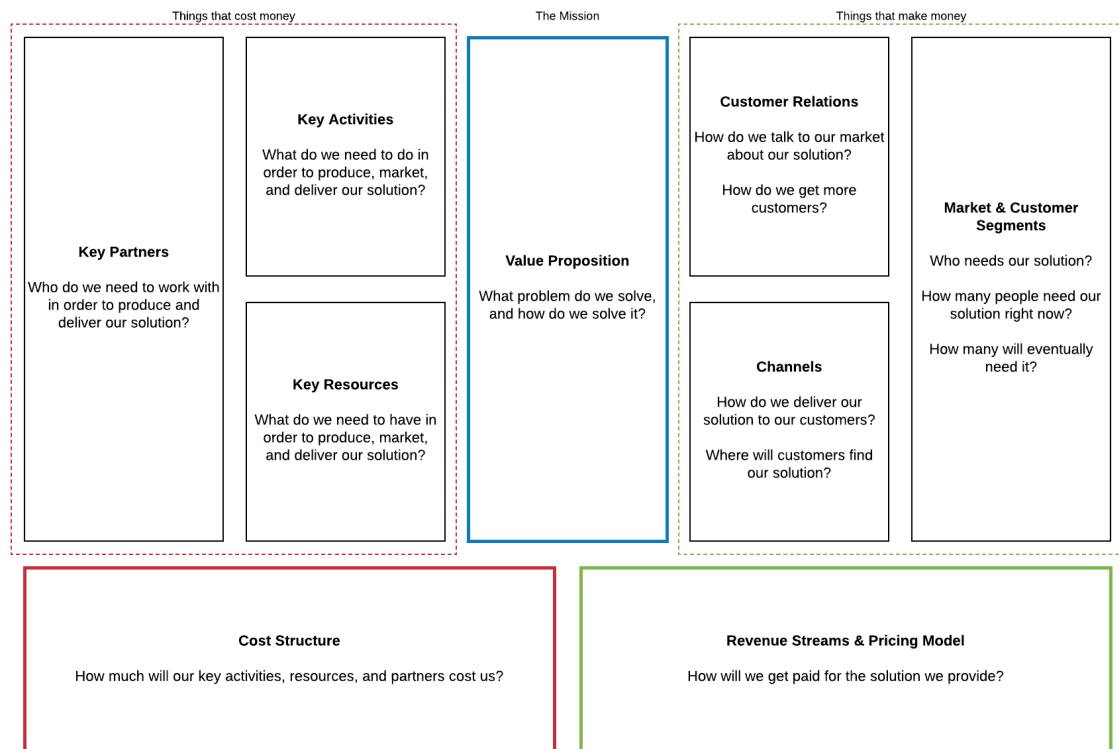


Figure 3: Business Model Canvas (Base resources 2020).

Business model canvas was developed by Swiss executive expert Alexander Osterwalder. He used nine main groups of factors that make up BMC (Figure 3), which he implies that they are the 9 building blocks that make up the organization of a company, including: Customer segments, Value propositions, Customer Relationships, Key resources, Key activities, Key Partnerships, Channels, Cost Structures, and Revenue Stream. (Osterwalder 2010, 17-18.)

Business Model Canvas is popular with business owners and managers who desire to improve their business performance. There are basically 3 main advantages. Firstly, it is more focus by

eliminating countless pages of traditional business paper plan which were used in the past. For that, at the present, more and more famous companies around the world choose and apply BMC in their business. Secondly, there are no more pages of describes and explanations when everything is written on a single page of paper. Therefore, the flexibility is emphasized when it is a lot easier to edit and test everything. Moreover, it is extremely convenient for anyone to follow up even though it is their first time looking at the BMC. The last advantage is its clarification as even without presence, anyone who looks at the business model canvas would spend less time reading and could understand briefly about the business plan and they may be more receptive to the vision of the author when everything is laid out on a page. (Young 2018.)

In the following parts, the 9 blocks of the business model canvas shall be divided and explained in two specific groups which are: The money - making elements and the expensed - elements.

3.1 The money making elements

The money making elements are all factors that could generate income for the business. In the business model canvas, they are included: Value proposition, Customer segment, Customer relationship, Channels, and Revenue streams.

Value proposition

Value proposition is an explicit statement, promise, or commitment of the value of the benefit that a product, a service or a brand would bring to their customers when they use the products or services. As for businesses, the value proposition is, therefore, not merely a promise on the billboard, but also an affirmation of the customer's belief in the value they will receive when spending money on the products and services of that brand. Hence, value proposition plays an integral and indispensable role in any commercial campaign. Likewise, through value proposition, customers can also predict what benefits the product or service would bring before deciding to spend on it. As a result, the content of the value proposition should provide convincing evidence for customers to believe in the highlights and benefits that differ from products of the same type in the market. (Osterwalder 2010, 22-24.)

Customer segment

Customers are the heart and a life-source - in other word - they are the source of profits of the business, and no company can survive for a long time without customers. Since an organization must serve many groups of customers, businesses should divide them into different segments. By identifying the specific needs and requirements of each customer group and the value to which they attach, products and services can be tailor-made to better cater to their

needs. This will make customers more satisfied, which in turn reinforces the value for customers. Therefore, in order to better serve its customers, a company must align these individuals or organizations into different specific groups based on their common needs, purchasing driven, behaviour, ages, sex, social status, income or other factors. (Richardson 2017.)

It does not matter if a business is small, medium, or big, it is a wise decision of an organization to make an accurate choice about which group of customers it should serve and which group should ignore; there are many company has failed in their business because of the greed of swallowing up all types of customers. After making the right decision, a business model can be designed thoroughly and precisely based on a full understanding about specific needs and demands of the targeted customer which the business is aiming to. In conclusion, The Customer Segment element in the Canvas business model describes and outlines the different groups of individuals or organizations that a business will approach and serve; these customers can become loyal customers with long-term commitment to the business. (Osterwalder 2010, 17-18.)

There are different types of customer segments: mass market, niche market, diversified market, and multi-sided markets (or multi-sided platforms).

First of all, mass market is a term which is used to refer to a large market, regardless of consumers, demographics, age, lifestyle or preferences. If a company produces products that are useful to many consumers of different industries, then it is attractive in the mass market. It is a business marketing strategy that ignores the differentiation of market segments; it just simply focuses on the similar wants and problems of consumers (Osterwalder 2010, 21.) Mass market attracts the market because the message is easy to reach a great amount of people, as well as has the most influences. Businesses can access the mass market by means of mass media, specifically: radio, television, and newspaper (Chron Contributor, 2020.) The main advantage of advertising and serving the mass market is the scope and cost-effectiveness of a large-scale business. Thereby, it can reach millions of listeners, viewers and readers quickly. Although with its own advantages, the mass market still has significant disadvantages. In particular, promoting and distributing appropriate products to a mass market can be costly in comparison to the returns. (Chron Contributor 2020.)

Secondly, a niche market is understood as a small segment of a broader market or a market void with the goal of a group of separate customers which has its own specific demands and preferences. Businesses choose niche markets means focusing their efforts on most small markets, not competing to gain market share in large markets. A niche market is important for every business, especially for small and medium businesses and start-ups. The niche will give these businesses the opportunity to launch businesses successfully, in addition to experi-

encing less competition and risk compared to non-niche markets. The fundamental nature of the niche is to use market openings to create demand. (Ward 2020.)

The market, whether big or small, has a gap. Once a niche is defined, its range is constantly changing. While the benefits of the old market are limited, the benefits from the niche business will not be limited. However, not every niche market is a profitable market. As mentioned, a niche market would often has less competitor, but with no competitor at all, there might be chance that this type of a niche is unprofitable and not worth the effort. Therefore, a careful research before deciding to go for that niche should be executed thoughtfully. (Ward 2020.)

In diversified market, the business serves many customer segments with very differences in needs and wants. Sometimes businesses seek to reduce risk by operating in diverse markets which are not necessarily related. There might be some overlaps in customer profiles, but due to various reasons, the company or organization would choose to invest in these diverse segments. (Osterwalder 2010,21.)

The concept of a multi-sided market has been around for a long time, and it is not just practiced in technology start-ups. Simply put, this is a business model designed to serve 2 different groups of unique user of these 2 groups must interact with each other. In fact, many successful businesses like Facebook, Uber are a prime example of multi-sided platforms. These intermediaries coordinate the supply and demand of the market in different ways and compete with each other. (Osterwalder 2010 76-79.)

So as to figure out a business' customer segment, one must always remember who the business is solving the problems or offering the products and services to. If the business does not have a market segment, it will easily be dragged into a self-existence cycle and will not have good business performance. There are various benefits of knowing and understanding the customer segment. (Silverthorne 2006.)

The most beneficial return is to be able to fully understanding customers. Market segmentation helps businesses make the most of their marketing efforts. Along with demographic advertising messages, businesses can better communicate with customers to increase conversion rates. That leads to another factor, which is to have a better conversion rate. The more information about the business's audience is gathered, the easier to convert potential customers. (Silverthorne 2006.)

Marketing to customers who have gone through the buying journey, segmentation will make it easier for them to engage and upgrade infrequently. With the data that have captured, the business will know how to communicate with customers to retain them. For that, a business can obtain the retaining customers. In addition, customer segmentation is a great way to

pursue a new market. The collected information about the prospect will help to determine which case one should explore, and if it is worthy to attempt or not. (Silverthorne 2006.)

Customer relationship

Customer relationships are the relationships a company needs to establish with specific customer segments. It is demonstrated through a number of consumer behaviours. For example, buy products, retain customers, and drive sales. In other words, the business needs to acquire, retain and develop relationships with customers. Some questions are posed such as: What are your customers' expectations for your brand? How to meet those expectations? Customer relationships could be urged by one of these kinds of motivations: Customer acquisition, customer retention, and boosting sales (upselling). (Osterwalder 2010, 28.)

Customer relations can be categorized as follows. The first type is the *Personal Assistance*: In this type, a company interacts directly with a customer through an employee. They will assist the customer in the pre-purchase, purchase process and post-purchase phases. The second one is the *Dedicated Personal Assistance*: This type of relationship characterizes the close interaction between a client and a company through a representative serving a group of clients. This representative will be personally responsible for the entire customer experience with the company. *Self-Service* is also a common type of customer relationship. With this kind, the company pre-installs the tools to support customer experience, from which customers serve themselves. The next one is *Automated Services* that is a self-correcting self-service relationship, in which customer's choices histories will be saved and reviewed to improve the overall experience. (Strategyzer Support 2020.)

The rise of electronic technology and social networks is creating customer communities and allowing businesses to communicate directly. This "*Communities*" type of relationship supports businesses drive better customer experience, as the community helps customers share their own experiences as well as discuss common wishes and solutions. (Strategyzer Support 2020.)

Nowadays, more and more companies are switching from the traditional customer -vendor relationship to *Co-create value* with their customers. With this, customers will directly participate in the creation of the company's new products or services. (Strategyzer Support 2020.)

Revenue stream

If the customer is the heart of the business model, money is the lifeblood of the business. How much are customers willing to pay for the value they bring to them? And how can we increase our revenue streams, which are, such as: increase the number of customers, in-

crease the average of customer spends, increases the frequency of purchases or simply increase prices. In other words, the revenue stream is the method a company uses to get customer segments to their buy products or services. Be creative and break the monopoly to increase revenue is what a business owners must learnt and improve from time to time (Osterwalder 2010, 30-32).

Asset Sale	The company sells ownership of the goods to a customer.
Usage Fee	The company charges a fee for the right to use the product or service.
Subscription Fees	The Company charges a fee for using a product or service on a regular and consistent basis.
Lending / Rending / Leasing	The customer pays a fee to have exclusive access to the product for a bound period of time.
Licensing	The company charges fees for the use of intellectual property.
Brokerage fee	Companies or individuals acting as intermediaries between two parties will charge their service brokerage fees.
Advertising	The company charges parties to advertise products on its intermediary channels.

Table 1: The methods to generate Revenue streams (Belyh 2020.)

Table 1 shows many ways to generate revenue streams. Each type of Revenue stream may perhaps have its own pricing mechanisms (Table 2) which is included fixed and dynamic pricing. In addition, there is a noticeable difference in the chosen type of pricing mechanisms. After setting up the revenue stream, it is crucial to determine an effective price for the product or service through the elimination process. The price rate modifications should also be recorded and re-evaluated. The firm or organization also needs to keep thinking about the next possible directions in running the business. (Belyh 2020.)

Pricing Mechanisms			
Fixed Menu Pricing		Dynamic Pricing	
Predefined prices are based on static variables		Prices change based on market conditions	
<i>List price</i>	Fixed prices for individual products, services, or other Value Propositions	<i>Negotiation (bargaining)</i>	Price negotiated between two or more partners depending on negotiation power and/or negotiation skills
<i>Product feature dependent</i>	Price depends on the number or quality of Value Proposition features	<i>Yield management</i>	Price depends on inventory and time of purchase (normally used for perishable resources such as hotel rooms or airline seats)
<i>Customer segment dependent</i>	Price depends on the type and characteristic of a Customer Segment	<i>Real-time-market</i>	Price is established dynamically based on supply and demand
<i>Volume dependent</i>	Price as a function of the quantity purchased	<i>Auctions</i>	Price determined by outcome of competitive bidding

Table 2: Pricing mechanism (Osterwalder 2010, 33.)

Channels

Which channel will be focused on to reach target customer segments? How will communication channels be combined? What will be the most effective channel? Channels Building Block describes the communication and distribution channels a business uses to engage with customer segments. Thereby, it gives customers the targeted values that customers want. (Osterwalder 2010, 26-27.)

Channel Types		Channel Phases				
Own	Direct					
	Sales force					
	Web sales	1. Awareness How do we raise awareness about our company's products and services?	2. Evaluation How do we help customers evaluate our organization's Value Proposition?	3. Purchase How do we allow customers to purchase specific products and services?	4. Delivery How do we deliver a Value Proposition to customers?	5. After sales How do we provide post-purchase customer support?
Partner	Indirect					
	Partner stores					
	Wholesaler					

Table 3: Channel types and Phases (Osterwalder 2010, 17.)

Table 3 shows and explains the type of channels, as well as each phases. There are two basic types of distribution channels including: Company-owned channels (like stores) and Partner channels (like distributors); corresponding to each type, there are direct distribution channels (direct sales teams, direct selling points, online stores) and indirect distribution channels (sales agents, partner stores). The company may choose either, or a combination of the two. A distribution channel is the bridge between the organization's value solution and the customer segments. There are a multitude of distribution channels to choose from, and the decision will be based on the speediness, the effectiveness, and least expensive investment. (Pereira 2020.)

For start-up entrepreneurs, the first step in establishing a distribution channel is to determine which the customer channel is. The point of contact with customers can be limited or varied depending on the company's strategy. Then a SWOT analysis is needed to assess the strengths of distribution channels. Finally, businesses can identify and build new customer channels. (Peirera 2020.)

3.2 The expensed elements

On the contrary with the money making elements are the expensed elements which are: Key activities, Key partners, Key resources, and Cost structure.

Key resources

Key resources are the most important resources for a successful business model. Determine what resources are needed to create goods and values; as well as the resources that are used to establish distribution channels, maintain customer relationships and generate revenue. The business should remember that resources are not only physical and tangible (money, machines, equipment, and people) but also intangible resources (brands, relationships, distribution systems ...). Instead of being greedy to possess all the resources, outsourcing or purchasing is also good options to consider. Resources can be categorized as: physical, financial, intellectual, or human. (Osterwalder 2010, 34-35.)

Key activities

These are key activities that will create valuable solutions for the business and make the business model effective. An entrepreneur can start by listing key activities that take place alongside with the business-related revenue streams. At this moment, it is essential to evaluate which activities will be the main activities, then consider the impact of these activities and decide to add or remove them. Key activities can be categorized with three groups that are Production, Problem Solving, and Platform or Network. (Osterwalder 2010, 36.)

Key partnership

Key Partners are the companies or outside suppliers that are essential owners to conduct business. Its main purpose is to benefit the business's customers. Collaboration helps optimize and minimize risks for a business model. Interestingly, competitors can sometimes be partners too. The most common partner is with suppliers. In addition, those who can help the organization to access customers, technology, know-how ... also deserve to choose as the golden eggs to the business. There are four categories: strategic partnerships between companies that are not competitors; partnerships between competitors to lift the market together; joint-venture to create new businesses; or Buyer - Supplier relationships to ensure reliable company. The differentiation about the motivations for creating partnerships would be useful too: they are optimization and economy scale, reduction of risk and uncertainty, acquisition of particular resources and activities. (Osterwalder 2010, 38-39.)

Cost structure

When taking an insight into the cost structure, businesses will know what the minimum revenue is required to make a profit. The cost structure takes into account scalability, constant cost and variable cost as well as advantages in terms of profit. If through the cost structure, the business finds that it is investing more than the revenue it is generating itself, it is natural that the business owners will see that they need to change the structure of cost. Usually,

if this happens, the company will revert to the resource factor to restructure and minimize a series of factors in there in order to adjust the revenue and expenditure flows. (Osterwalder 2010, 40-41.)

As any company and organization would expect, cost is always a priority and should be minimized as much as possible in almost any type of business to ensure highest profitability. A low Cost structure is something very important which every business would aim for. Thus, a clear understanding in order to distinguish the differences between two broad groups of business model Cost structures would be very useful, which are: Cost-driven and Value-driven. (Osterwalder 2010, 40-41.)

Cost driven model requires maximum cost reduction, compactness, automation, high standardization, and extensive outsourcing. Besides, in the value driven model, the cost is primarily aimed at creating value and proposing superior value. In addition, there are fixed cost and variable cost. There is a possibility to reduce costs from the scale advantage or scope advantage. (Osterwalder 2010, 41.)

4 Financial plan theory

Overall, business planning has never been an easy task, in which an indispensable part is financial planning. Finance is considered as a source of life for a business. If a business loses its financial source, it is considered bankrupt. Therefore, businesses need to be aware of and understand how to manage their finances so that the company is always developed. If there is a barometer that shows where a business is now and where it will be in the future, then it is the financial reports in the business plan. This information section helps to determine the financial needs of the business, as well as helps outsiders to analysis and see whether to invest in that business. (Juneja 2020.)

So what is financial management? How to manage finance effectively? And how to create a good financial plan for a business? In the following sections, there will be definitions and explanations about financial management, as well as a detailed guidance for an effective financial plan which can be used to operate the business or call for investment.

4.1 Financial management

Financial management is more precise than managing cash flow in and out of businesses. Each business will have its own way of financial management in the most effective way. But the role of financial management for business is the same (Relivingmbadays 2013.) The roles and goals of financial management for businesses are firstly to decide the growth and survival of the business. Secondly, it is to manage cash flow in and out of all production and business

activities of that enterprise. Thirdly, planning the financial plans of the business and deciding what investments and funding is available. The next goal is to help businesses easily find profits from equity or loans, as well as to maximize the target of profit after tax and the target of return on equity. (Boundless 2020.)

A good financial plan should include the objectives of maintaining enough supply of funds for the organization and ensuring shareholders of the organization to get good returns on their investment. In addition, it should also optimum and efficient utilization of funds, as well as creates real and safe investment opportunities to invest in. (Management Study Guide 2020.)

Beside the above objectives, one should consider and take into account of the following functions of a financial plan. Firstly, the financial manager of the business needs to plan an estimate in relation to company capital requirements. This planning will anticipate the costs and profits brought from the implementation plans during the year. (Varun Mehta 2018.)

The second function is the capital composition determination: Once the budgeting plan has been completed, the financial manager needs to restructure capital. Capital restructuring is closely related to the analysis of long and short term liabilities. This determines whether the company can use its finances to solve the problem or need to replenish funds raised from the outside. (Varun Mehta 2018.)

An effective cash management is considered as an important principle in financial management. Business cash is used to pay salaries, pay debts, maintain stocks and buy raw materials. The ineffective cash management will make it difficult for businesses to manage. (Varun Mehta 2018.)

In order to bring more profits to the business, choosing the right funding source is one of the important factors that the manager needs to consider and offer many options such as: Issuing bonds, shares, loans received from banks. A suitable form will help businesses have more profits and avoid the risks. (Varun Mehta 2018.)

A capable finance manager would have enough skills and knowledge in order to produce a smart investment with a clear and accurate planning for investment in profitable projects which will help businesses get a significant source of profits. Because the wrong investment may cost the life of the business; and lead it to suffer and pay off its debts. (Varun Mehta 2018.)

Before deciding to spend a large amount of expenses, besides finding out about the profits, enterprises need to learn more about the value of money (increase or decrease) over time due to external factors such as inflation; to allocate cash flows accordingly. This may involve

holding part of the net profit for purposes of provision, innovation or expansion, while another portion of the profits may be used to pay dividends to shareholders. (Varun Mehta 2018.)

Last but not least, financial administrators must cooperate with other administrators in the business activities: not only to design, arrange, and obtain funds, but also to control and analyse the firm's finances in the short-term and the long-term. This can be done using financial tools such as financial forecasting, ratio analysis, risk management, and profit and cost control. In other word - to ensure effective business operations, every business outcome is financially relevant and it needs to be taken into account wholeheartedly before execution. (Varun Mehta 2018.)

4.2 Financial plan

The financial part of a business plan determines whether a business idea is feasible and will be the focal point of any investor who might be attracted to the business idea. The financial section consists of three financial statements: income statement, cash flow forecast and the balance sheet. It should also contain a brief explanation and analysis of these three claims. (Ward 2019.)

Before coming to all the financial section, let us address all the primary costs and expenses that are needed for most of the business; generally, there are two categories for this: the building expenses; and operating as well as maintaining expenses. All the costs for establish the business should be considered as building expenses, they may involve: Down payments on a property, Equipment, Professional Services, Business registration fees and Utility setup fees. The list would go on as the business starts to operate. (Ward 2019.)

Thereafter, there are the operating expenses, or maintaining expenses which are everything related to the expenditure for keeping the business functioning properly. It may include: cost of sales, management salaries, employee benefits, marketing and promotion, repairs and maintenance, raw materials, storage. (Ward 2019.)

Next, one of the important parts of the financial plan is the income statement. The income statement is used to examine the difference between revenue and expense in each accounting period. The report on business results is a general financial report that reflects an overview of the business situation of an enterprise as well as a detailed reflection of main business activities in a period of operation. Based on the analysis of the report on business results, we can know the profitability and the current status of business operations. (Ward 2019.)

And then we have the Cash flow forecast, which shows how much money you are expected to put in and out of the company within a given time frame. A typical cash flow statement is

calculated using the following formula: ***Starting cash + cash in - cash out = ending cash***. The cash flow forecast will show when a business's account balance is the least, and when the best time to buy new equipment is. Above all, it will help to work out how much money a business need to raise or borrow to grow the company. Cash flow forecasts are often confused with profit and loss (P&L) statements, but they are very different and also serve different purposes. While P&L calculates profits and losses that occurred in the past, the cash flow forecast keeps track of how much cash (in the bank) a business has at any given time. The key to differentiating the two concepts is to understand the difference between cash and profit. (Ward 2019.)

The final part is the balance sheet. The balance sheet will provide an overview of the financial position of the business. It lists out the business's assets, debts and equities. If you subtract the value of your assets from your liabilities, you can determine the real value of the business. (Ward 2019.)

This research is aimed for the establishment of the writer's future restaurant. Hence, the following parts would illustrate thoroughly about the Break-even point, the Cost of goods sold (COGs), Gross profit, Overhead-rate, Table turnover and Labour cost.

Breakeven point is an indicator that should be calculated from the very beginning when deciding to invest in a restaurant. If you need to raise capital, investors will be interested in when your business begins to go through a loss period and start to grow in profit. When you estimate your break-even point, you can break down your revenue plans so that you know what you need to do and what your goals are at each stage. That is extremely necessary. (Mitchell 2020.)

$$\text{Business Breakeven} = \text{Fixed costs} / \text{Gross Profit Margin}$$

COGS is the restaurant's raw material cost, including the cost of raw materials for food and beverages in a certain period (one month / quarter / year). This cost would fall between 20% and 40% of total spending for businesses. This cost also depends on the characteristics of each restaurant. (Hayes 2020.)

$$\text{COGS} = \text{Beginning Inventory} + P - \text{Ending Inventory}$$

(P = Purchases during the period)

Gross profit is the amount of profit the restaurant gets after subtracting the costs associated with the production and sale of the product, or related costs. This index assesses a restaurant's efficiency in using its employees and facilities during operation, at a certain time (one month /

quarter / year). Gross profit is the share after deducting COGs. This index does not subtract taxes, interest or other expenses such as wages. (Hayes 2020.)

$$\text{Gross profit} = \text{Total revenue for the period} - \text{COGs}$$

The table turnover rate is the average number of times a table is rotated (how many groups sit at that table during a shift). This metric shows your restaurant revenue potential by timeframe and from which options for improvement are available. The mission of the restaurant is to keep the customer experience long enough to maximize sales, but also at a level just enough for other diners to continue. (Wilhelm Schnotz 2020.)

$$\text{Table turnover rate} = \text{Total number of guests} / \text{Total number of tables}$$

5 Research and development methods

Research and development methods is a whole set of tools supporting the process of scientific research. Research methods are used in gathering data or evidence for analysis in order to discover new information or to create a better understanding of a topic. There are many types of scientific research methods. Different methods are used depending on the type of research being pursued. (Creswell 2014, 3.)

In this thesis, the author used two types of research and development methods, which are semi-structured interview and observations. These methods are used to have an in depth knowledge and information that is needed for the creation of the business model canvas and financial plan for the author's future restaurant.

5.1 Semi -structured interviews

Interview is a method of gathering information based on a verbal communication process that takes into account a given purpose. During the interview, the interviewer raises questions according to a list of standards and requirements which were listed beforehand based on the information that needs to be collected. Interview research is understood as a conversation between two or more individuals, in which the interviewer asks brief questions about the concerns the interviewee is willing to respond to. Therefore, they are addressed as individual interview, and group interview. (Wilson 2013, 20.)

The advantage of this method is that it allows the interviewer to collect detailed information related to the research topic; it also helps the interviewer to control the process, for example, ask more questions to clarify if needed. On the other hand, the limitation of this method is that it is difficult to organize or arrange the time and place with the interviewee. Further-

more, during a certain period of time, an interviewer can only interview a limited number of issues. As the number of people interviewed increases, the costs will increase and the time will be extended. (Wilson 2013, 20.)

It is depended on the objectives and results or the information that the interviewer want to achieve for the research, the interview would be categorised into 3 types: structured interviews, semi-structured interviews and unstructured interviews. (Wilson 2013, 24.)

For this thesis, the author decided to make use of semi-structure interview in order to identify more details regarding the know-how of establishing a new restaurant from scratch. By carrying out this method, the author was permitted to split in order to seek suggestions and advices from an actual on-running restaurant's owner throughout the meeting.

Semi structured interview is an approach which is based on a guidance tool that has a number of standardized decision questions, while others can be expressed depending on the situation. Therefore, the implementers can flexibly customize the information exploitation at a deep and wide level for some contents or topics that the interviewee provides information about. (Wilson 2013, 26.)

The advantage of this method is that the operator can explain to the interviewee the purpose of the interview, the content of the questions to elicit or motivate the interviewee to be ready to answer correctly. The implementer has the flexibility to add a variety of additional information that is important to assess the survey object in addition to pre-designed questions. (Wilson 2013, 26.)

On the contrary, as for everything would have two sides, there are also some disadvantages when applying semi-structured interview, such as: During a certain period of time, the operator can only interview a limited number of interviewees and time control should also be considered when implementing this method. The quantification of information and rapid analysis at the time of the interview is a high requirement for the operators to have a successful interview. Therefore, in order to conduct semi-structured interviews, the operator must be trained and master the interviewing technique related to the cost of training resources is also quite expensive. (Wilson 2013, 28-30.)

At the same time, it is necessary to have the basic expertise to extract information from the interviewees. In some cases, ineffective interviews lead to conflicting and disagreeing attitudes of interviewees, thus making them refuse to answer or incorrectly answer. In contrast, performers may have strong suggestive effects that prevent the dominated respondent from speaking correctly. Therefore, it is noted that the operator must keep an open or neutral

mind during the implementation process. One issue that needs to be addressed with this method is that the information processing is more complicated than with the structured interview method. Requires the investigator to be highly educated, able to talk and steer the story in the right direction. (Wilson 2013, 28-30.)

The author used a semi-structured interview to get a deep understanding about the knowledge of the planning practices in building a new restaurant in Helsinki, Finland. The information and statistics that the author collected via the interview will help to find out the resolutions and clear answers for the subject of how to create a good business plan, in this case, a business model canvas; as well as a useful simplified financial plan for the author's future restaurant.

5.2 Conducting an online interview and Results of the interview

Due to the complicated situation and influence of Covid-19, a face to face interview was not arranged for the sake of safety for both the interviewer and the interviewee. The author had sent the list of questions by email to KOKORO Sushi in advance to have a brief response. The interview questions can be in table 4. There was an online meeting which was set up so that the author can clarify and going to more details based on what the interviewee had replied in the email.

Business model canvas related questions	<ol style="list-style-type: none"> 1. What is your business's concept and how is it different from others? 2. What did you do to marketing your restaurant? 3. Did you have a business plan to operate your business? Do you know about BMC? Did you use it? 4. How did BMC help you getting started in this business?
Cost structure and revenue stream's questions	<ol style="list-style-type: none"> 1. Did you use your own funds or getting invested from others? 2. How does your business generate income? 3. How and what you do to cut down the costs and expenses? 4. Which parts of your business are not profitable?

	5. What is your pricing strategy and why?
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Table 4: Interview questions

Table 4 shows interview questions which were divided into two main groups: three questions are aimed to the creation of a business model canvas; and five questions to get profound information in cost structure and revenue stream. In the next sections, the author will analyse and summarize the information and responds of the interviewee into according themes.

Business model canvas themes

The author chose KOKORO Sushi restaurant, where the author had been practicing for a long period. This restaurant meets enough enquiries related to what the author's is looking for as a role model restaurant. Those are: it is a start-up restaurant by foreigner in Finland; and it was started from noting. Those questions were made solely based on the objectives of the thesis and the investigation of KOKORO Sushi. The author conducted a research prior to the interview through the restaurant website to get more of the insight of the restaurant concept and how it was started. The interview lasted for nearly two hours; the owner has shared his experiences sincerely regarding how it was started and the operation of the business in Helsinki up until now, as well as all the obstacles has been arising during the restaurant's development.

As to the owner, the restaurant was established in 2016 by three members who were still university students at that time. As foreigners who firstly came to Finland for study and decided to open a sushi restaurant a year after that was a great challenge for them due to their lack of experiences and resources. However, with the urge of starting their own start-up, they made use of everything they can to follow their dream.

When was questioned about the business model canvas, the owner admitted that it was an excellent assistant for the business planning from the early stages of building up his restaurant.

According to the owner, at that time, sushi restaurant was already a trend. It is not a new food culture to the Finnish customers, and everyone loves it. There are many places offer sushi in their menus but only few restaurants specialize in this type of food. If yes, the price for the dish is quite expensive. In other words, sushi is only a part of choices along with other food's options, for example a buffet sushi with other Asian's foods. Seeing a niche market, the owner decided to open a sushi restaurant with high quality sushi but with an affordable price.

When the author asked for the advices from the owner about the idea of opening a whole new concept of restaurant, in this case, a conveyor hot pot restaurant; the owner has shared many useful insights. Firstly, it is extremely important to always starting small for all kind of businesses, especially with the new idea. With new type of products and services, a small scale begging is the best way to test how the market is reacting, and how customer is responding to it. It is also to prevent maximum risks on financial problems. Whether the business needs any improvement or changes would be depended greatly on the optimistic or pessimistic of customer's responds.

The owner was impressed with the author's restaurant idea and expresses the optimistic with this idea. To owner, with the rise of many Asian's cultures and economies recently, Asian's cuisines also has a remarkable influence on Finnish's eating habits, as more and more Finnish's customers come to love and enjoy exotic Asian's cuisines. As a result, there is a huge potential with numerous opportunities in restaurant businesses.

Then again, everything has its ups and downs; there are some challenges and risks that go along with every opportunity. The author and the interviewee discussed about the impact of COVID 19 to the operation of restaurant business and others with lock downs and restrictions; it is truly a difficult and challenging time for most businesses overall.

To the owner sharing, the success of a new restaurant would be determined by many factors, such as: location, employee, quality of food and service. Choosing a location wisely would bring various benefits to the business, and it should be selected based on which customer segment business is aiming to and the budget of the business. Besides, skilful and trained employee will offer great services for customers, and the consistency of food quality supposed to distinguish the differences restaurants which offer same type of food.

With a new restaurant, the owner said that it is crucial to get the attention from customers. Hence, an effective marketing strategies support significantly to the growth of the business. With the rapid development of internet, the owner recommended online marketing on Social Medias are the easiest and most effective methods. Likewise, traditional approaches, for instance: flyers, promotions, newspaper or even word of mouth; they are also useful ways that worth trying for.

Cost structure and revenue stream themes

Furthermore, the interviewee also mentioned about the high price of raw materials due to the fact that most of the ingredients have to be imported from Asian's countries. Because Finland has really long winter, so the environment and temperature is not suitable for most of plants. In addition, high taxes and government policies for running businesses in Finland are considered as a hindrance for every entrepreneur.

The author expressed to know if there are any requirements in how suppliers and key partners were elected. The owner confessed that, for food suppliers, in Finland, there are actually not many options to pick out. The popular partners are Tukku and Heino; they are considered as the two biggest food suppliers in Finland. However, there are still many types of ingredient we can only purchase specially in Asian market, and KOKORO Sushi's owner recommended Jia He Asian Market in Helsinki. This place offers a wide range of raw materials for Asian cuisines. For furniture and kitchen equipment, the author is suggested to find second hand stuffs before paying full price for the new one; it would save a fortune for the start-up. He said that we can actually get many things that are still in good conditions with cheaper price if giving it a try and more time. On the other hand, it is clever to buy new kitchen equipment when you are not familiar with the examination and verification of whether those stuffs are in good condition. Hence, one must be careful and should do more research before deciding what and where to buy.

The last but also the most important aspects that the author want to know is about the budget needed for a small-scale restaurant in Finland, as well as how the business generate income. It is a tricky questions because of the difference between the interviewee's and the author's business concept. However, according to his knowledge and experience, the owner stated that the minimum capital for the author's idea would be around 20000 euros approximately. The amount could be higher or lower depends a lot mostly in the cost of rent and employee's salary. He added that the rental payment can be up to 10000 euros per month for locations near the city centre, and it might be as low as 800 euros per month where less crowded residential area.

When was asked to the percentage of the detailed cost structures in the early stage of establishing a restaurant, the owner has given an estimate amount so that the author can have basic idea about how much of the expenses would take individually.

Categories	Percentage of total budget
Rental	10% ~ 15%
Interior and exterior designs	5% ~ 10%
Equipment and utensils	20%

Ingredients and raw materials	10% - 15%
Marketing	5%
Employee	20%
Others	~5%

Table 5: Primary costs and its percentage of the total budget.

Table 5 illustrates all the primary costs and its percentage of the total budget. According to the owner, there are more expenses arising during the process of establishment. However, those expenses in Table 5 are the basic that an entrepreneur should focus on at the beginning.

The owner advises that the author should work directly and not hire many employees at the early stage of the business. Firstly, it is to save money for one employee needed. Secondly, it is easier to observe and understand fully what happens in the restaurant. Therefore, the author can have immediately adjustment if needed.

With all the information, knowledge and experience that KOKORO Sushi Restaurant's owner has shared; the author now is more confident in all the processes to establishing a restaurant. Starting by using what was gained in the interview, a business model canvas and financial plan are designed for the author's restaurant concept.

5.3 Non - participant observation

Qualitative research is an investigative method used in many different scientific areas, not only in the traditional sciences but also in market research and other contexts. Qualitative research aims to gain an insight into human behaviour and the reasons this influenced. Among that, observation is one of the most important methods. It is done by purposefully observing things, groups of people, and phenomena in different natural circumstances in order to collect data specific to the process of research problems. This method is often used in cases of detecting research problems, placing hypotheses or testing the theories. In qualitative observation, the researcher performs an essential position in collecting and summarizing the data, but because of the differences in the range and area of experience of each person, they are often emotionally sensitive. (Belk et al. 2013, 59-87.)

What people observe depends on their preferences, prejudices, and background. The maturing process shapes how they see the world, and their value systems guide them in explaining what comes before their eyes. Hence, it affects how they judge and perceive them. However,

regular observers do not see the full picture and may assume that their observations are distinctive. The consequence of this is that researchers will create products with subjective prejudices. Therefore, researchers must always be honest and be aware of their own prejudices before participating in observations. (Belk et al. 2013, 59-87.)

There are two main types of observations: participant observation and non-participant observation. In this thesis, the author used non-participant observation to gather information and data as a way to access to the observation matter. In non-participating observation, the researcher does not join the targeted groups actively, but stand outside to observe. This option is used to understand a phenomenon by entering the community or social system involved, while staying separate from the activities being observed.

5.3.1 Conducting the observations

The observation was being achieved in two days in different time periods, and one hour each day at Brokadi Restaurant in Tripla Mall, Helsinki in November, 2020 when the researcher was there as a customer. Under the circumstance of this study, the author operated the observation using non-participant observation; this means the research subjects or objects were being observed without them knowing about it.

Before the observation occurred, the research questions was prepared and categorized into three different sections: How do the restaurant and its menu are designed? How is the atmosphere inside the restaurant? And how does the customer react to the product and service? The author also wanted to evaluate how the location of the restaurant would affect its business, as well as how consumers or potential customers would react when they come across a new style of food for the first time. The author carried out the observation on three days. The first day, in a role of real customer, the author has actual experienced the product and services of the targeted subject. The author also watched and noticed the behaviour of other customers in the restaurant. In the second and third day, the author observed the restaurant from the outside.

During the observation process, a note with those questions was used as an observation guideline to collect and save the information as well as data for later exploitation. Table 6 shows the list of guiding observations which was prepared before the execution. After three days of observations, the data and information were analysed by reviewing and examining what has been noted during the observation which include details of informal conversations with staffs and recording of personal experiences.

Restaurant design and menu	<ul style="list-style-type: none"> • Where is it located and how does the location affect the business? • What is the seating capacity of the restaurant? • How is everything organized? • What are their ingredient's options?
Restaurant atmosphere and service	<ul style="list-style-type: none"> • How is the environment in the restaurant? • How is the service?
Customer behaviour	<ul style="list-style-type: none"> • How do customers behave / react? • What is the average amount of customer coming to the restaurant?

Table 6: Observation guideline

The author chose Brokadi Restaurant because they also offer hot pot buffet - a similar product with what the author would approach for her business in the future. The times to conduct the observations were at lunch and dinner time, on weekday and on weekend. The author was monitoring and taking note following the guideline's questions in order to collect accurate data without the involvement of personal perspectives.

5.3.2 Observations results

Restaurant design and menu

Brokadi Restaurant in Tripla Mall was opened in November 2019; it is not only offers hot pot buffet, but also offers many dishes from China. As to the author's research, there are two Brokadi restaurants from the same owners, but only the one in Tripla Mall provides hot pot buffet, and this is where the author conducted the observation. The restaurant located in the newest and biggest shopping mall of Helsinki area. Additionally, the railway station is also a part of this shopping mall. This means the restaurant situates at a perfect lively place where a numerous amount of potential customers come to and pass by every day.

The restaurant concept is not only about the experimental menu but also include the entire interior with attention to details. It was designed with the combination of Asian's style which specializes in Chinese characteristic and Western style (shown in Figure 4 and 5). The area of 300m² is considered big with the capacity of more than 100 customers. There is also a private room for special events or occasions.



Figure 4: Brokadi's interior design



Figure 5: Brokadi's interior design

As to the author's notices and evaluation, everything is well organized considering the optimal experience of the customers. From the space between each tables for privacy, the location of self-service buffet's area, and the front desk; everything is calculated and arranged carefully with the thought of maximize the enjoyment and convenience of the consumers. So to say, for the success of the business, particularly in restaurant's business, foods quality is crucial, but the design of the restaurant also plays an important role.

Furthermore, the menu is also planned carefully with dedication. There are various different Sichuan dishes for the selections; as for its special hot pot buffet, a wide range of diverse ingredients and raw materials are offered for the demand of even the strictest customers. There are four different types of soup bases for hot pot's choices, so customers can choose what they prefer to have. Besides, the price fluctuates from 9.8 euros to 40 euros is calculated with care so that it not only can cover the expenditure of the restaurant, but also affordable for its targeted customers.

There is a strong point in the design of menu of the hot pot. That is the consideration of customers who have never experience hot pot, or even never heard of them. This option is made so that the first - timer customer can pay for lower price in order to try the new concept of foods with the instruction of a skilful staff.

Restaurant atmosphere and service

Though it is big area, the restaurant does not give out a lonesome feeling. Instead, a warming and a sufficient lively atmosphere make the customers comfortable thanks to the attentive and thoughtful in personal space arrangement. The staffs are also very friendly and helpful with consistent and effective service quality, as well as have a strong awareness in how to recommend customers in choosing foods and beverage. The customers might not always feel their presence, but the staff always pay attention and would be in service whenever a customer need them.

Customer behaviour

Because the restaurant offers not only the hot pot buffet, but also other dishes, for this study, the author focused only on observing the customer who experienced hot pot restaurant. When observing the customer inside the restaurant, based on the customer's reaction and behaviour, the author has noticed and later divided customers into two groups: first-timer customers, and old-timer customers. The majority of the customers who had hot pot are usually Asian people, and they are often the old-timers. This is kind of obvious since hot pot originally comes from Asia. However, to the author's surprise, the number of Finnish old-timers is remarkable. Though most of the Finnish customers who had hot pot are first-timers, there are many Finnish customers who definitely tried it before, and know what to do with the food. Contrary to the old timers, customers who try hot pot for the first time, either they would ask for instruction from the staffs or learning by watching how other old-timer customers do with the food. Most of them often confused at first but getting used to it soon later.

Further, when observing from the outside, the author becomes aware of the curiosity of many customers who stopped to take a look inside the restaurant when they pass by. Their behaviour shown that they are really interested in the new style of food. According to the author's observation, for every 20 people passing by the restaurant, more than half of the people will stop to watch inside or take a look at the menu. Among them, a group of 2 or 3 people will enter and try. The location of Brokadi contributes greatly to the attractions of new customers to the restaurant as it is situated at a place with dense passers-by.

As mentioned in the menu design part, there is a reasonable price of trial hot pot menu with instruction is offered for people who tries hot pot for the first time. Therefore, many first timers are willing to try this type of food, and most of them are very excited and interested with the experience.

In the next chapter, the author will create a business model canvas and financial plan for a conveyor hot pot restaurant based on the study and results of the research.

6 Designing a business model canvas for a conveyor belt hot pot restaurant

After analysing all the information, advices and data which were obtained from the semi - structured interview and non - participant observations, the author also did some researches on the internet in order to find the suitable outcomes for the author's business idea. In the Table 7 bellows, the author will describe and explain each and every aspect of the nine blocks of the business model canvas relating to the author's hot pot restaurant idea.

KEY PARTNERS	KEY PRODUCTS	VALUE PROPOSITION	CUSTOMER RELATIONSHIP	CUSTOMER SEGMENT
<ul style="list-style-type: none"> Ingredient suppliers: Tukku, Heino, Jia He... Premise : minimum capacity of 20 people; maximum budget of 	<ul style="list-style-type: none"> Soup base (sour spicy, mushroom, chicken, pork) Dumplings Noodles 	High tech and exotic experience in hot pot.	<ul style="list-style-type: none"> Discount for mixed-cultures Lucky draws Customer databases Collected point 	<ul style="list-style-type: none"> Middle income Asians Tourist All ages
	KEY RESOURCES		CHANNELS	

<ul style="list-style-type: none"> • 2000 euros • Equipment: conveyor belt system, kitchen stuffs... • Furniture: IKEA, IS-KU... • Tourist agencies 	<ul style="list-style-type: none"> • Self-made recipes • Self-owned capital 		<ul style="list-style-type: none"> • Social Medias (Facebook, Instagram, Foody, Tripadvisor Yelf!..) • Deliveries (Foodora, Wolt) • Word of mouth • Leaflets, posters, newspapers... 	
COST STRUCTURE			REVENUE STREAMS	
<ul style="list-style-type: none"> • Rent • Employees salary • Equipment • Design and decoration • Ingredient and raw materials • Maintaining and developing (marketing campaigns) • Water and electricity 			<ul style="list-style-type: none"> • In store customers • Tourist • Online/ take away orders 	

Table 7: Business model canvas for a conveyor belt hot pot restaurant

Customer segments

Due to the characteristic of the author's restaurant concept, the main target customers are people with middle income. However, any segment of customer is likely prospective and can become loyal customer in the future. Therefore, it is a better idea to have many other options than just focusing on one segment of customers. For example, tourist group is also considered as a valuable niche market for the business.

Channels

In the age of information technology is extremely developed, it will be a shortcoming if one cannot take advantage of social networks to develop the business. In addition to designing a

restaurant website specifically, it is really necessary to partner with the prevailing social media channels, such as Facebook, Instagram, Foody, Tripadvisor Yelf!... to advertise the newly established restaurant. Furthermore, in Finland, distribution channels like Foodora or Wolt are well known amongst Finnish's consumers; therefore, cooperation with them can also contribute to the successful delivery of products and services. Additionally, traditional methods, for instance, leaflets, newspapers, posters, and above all, word of mouth, are believed as useful channels to approach the customers.

Customer relationship

The simplest and most effective way to reach new potential customers and maintain close relationships with them is to always deliver committed values to them. Communication with old customers is important because the customer's loyalty to the business's products reflects its likelihood of success. Continuously keep in touch with old customers to understand customer's behaviour, thereby giving out suitable marketing strategies and improvement plans for each stage of restaurant development. The author plans to use social media platforms to communicate with the customers. In addition, promotions such as discounts, collected points, and other sale campaign are also good approaches to maintain relationship with customers.

Value proposition

The restaurant's new concept brings the breakthrough in the value of offering an exotic experience in enjoying foods. The allure and strong point of the restaurant would be the conveyor belt which is installed with high technology and run automatically. Every seat will be placed with individual hot pots. The food traverses in front of customers and they simply take what they want and pay by the colours of the plates that were selected. It is going to be a fun experience compare to the traditional hot pot style.

Key products/activities

So as to bring more values and satisfaction to the customer, it is important to delivery to potential customers a wide range of selections of items and ingredients coming together with hot broths. In addition to the main offers, customers are also presented with other choice of foods that go harmony with the hot pot's broths, such as different types of noodles, and dumplings. Above and beyond important is the carefulness in the handling of food processing with the purpose of ensuring the quality standard and safety of the products. And more essentially, providing a friendly and helpful service is also one of the main determining factors to add value to the business.

Key partners

For all kind of business, partners play a vital position in the business performance by providing the essential and needed materials, equipment, as well as supports, especially in the very beginning stages of building and developing the operational business model. With ingredients and food's materials, the author's strategy is to cooperate with the locals for fresh and reasonable price. From the interview, the author was suggested to work with the two biggest food suppliers in Finland, which are Tukku and Heino. However, because of the characteristic of hot pot, which is an Asian food, it is unavoidable in purchasing imported products. The author decided to choose Jia He - an Asian food provider- as a result of researches in price and quality of their products.

For equipment and furniture, the author followed the advices of Kokoro Sushi's owner to look for second hand stuffs before deciding on buying new one in big brands like IKEA or ISKU. The author spent time researching on the internet; there are several places in Helsinki region sells used things with good quality and reasonable price. Online-market or e-markets on social media are also good options for purchasing kitchen equipment and furniture.

Key resources

All resources, either it is tangible or intangible, are the key supports to the success of the business. Firstly, it is about manpower; according to the author's working experience, a group of trained and skilful staffs would bring out the best results in services. Therefore, at the early stage of the business, the author plans to hire and train the staffs personally with all the experience in hospitality which was gained via studying and real works. The second most important key resource is the financial resource. After a quick estimation, a budget of 50000 euros is needed for the establishment of the restaurant. It is quite a challenge, however, it is possible. Because the author had been planning to open her own restaurant since a long time ago; the author had a saving for that. The rest of the capital would be supported from the author's family.

Cost structures

All kind of costs arises from the building and developing of the restaurant, including variable and fixed costs, are described and analysed in this part. Firstly, fixed costs are expenses that need to be paid on a regular basis and do not change much each month whether the number of clients are served increases from 1,000 to 3,000 guests. The most obvious ones include rent for place of business, communication (phone system, internet...), marketing, insurance, wages and permits.

On the other hand, variable costs are those that usually increase over time and are also closely related to restaurant sales. The most common and easy to imagine of variable costs are the food costs or the utility costs. Each month, the different number of customers would require different amount of food and materials. Other expenses such as napkin supplies, tablecloths, water or electricity and other service bills should be considered as well.

Revenue stream

Revenue stream is the source of income of the restaurant. For the writer's restaurant, the basic income will be from selling foods and beverages. In order to generate more revenue, the author plans to partnership with tourist companies so that the restaurant will have more tourist customers besides the locals.

7 A general financial plan for opening a conveyor hot pot restaurant

This section specifically illustrates how the costs and incomes are calculated to ensure the profitable of the author's future restaurant. Using the data in Table 8, which was also indicated in Table 5 of the interview section, the author will explain the details for each expense in the following parts.

Categories	Percentage of total budget
Rental	10% - 15%
Interior and exterior designs	5% - 10%
Equipment and utensils	20%
Ingredients and raw marterials	10% - 15%
Marketing	5%
Employee	20%
Others	~5%

Table 8: Primary costs and its percentage of the total budget.

Rental

The first factor to be considered in the cost estimate of the restaurant opening is the cost of renting the premises. It accounts for 10% to 15% of the investment cost because there is usually a deposit of 6 months or even 1 year. If it is a central pavement position, it will be more costly than the reverse location behind the alley. But most likely it is a prime location to help the business "make money". That is why choosing a restaurant location is always "put on the scale" by business owners. A beautiful business location is not only a beautiful location, but also a place where customers need to use the services. Due to the special characteristics of the author's business model, the restaurant needs a relatively large area of about 100 to 150 square meters for conveyor belt system and table arrangement.

Interior and exterior designs

After finding a satisfactory premise, the next step is to embark on redecorating the store and buying necessary furniture. For this new concept, it is definitely need to design, paint and repair the space with a suitable decorative idea. The product for decorations and set up are diverse and can be found totally new or second hands at wholesale markets, e-commerce sites. The cost of designing and buying furniture usually fluctuates in the range of 5 - 10% of the total cost of opening a restaurant.

Equipment and utensils

Buying business equipment and materials is an indispensable expense in the estimate cost of the restaurant. A list of the necessary items for the kitchen and the customer service area should be prepared to begin shopping. The cost of the equipment investment should also not exceed 20% of the total investment. This cost can be cut down by buying used equipment that is still usable at the disposal group associations or from some other restaurants.

Ingredients and raw materials

Besides choosing and shaping the style of the restaurant, the design of menu is also very important. This is a mandatory cost for all dining restaurants. Depending on the orientation, business model, and business menu, the cost of raw materials will be different. In this case, as a restaurant that serves Asian foods, the main ingredients are usually be imported, so the price will be more expensive than the ingredients in Finland. However, there are also some types of vegetables that can be replaced with those available in Finland. To do a good job of preparing raw materials, the author looked for reputable and large-scale suppliers such as Tukku and Heino. These places will help to ensure a clean, hygienic source of food. Also, if buying in bulk, it is often possible to negotiate the price. However, the calculation of the

amount of raw materials should be carefully considered in order to save costs and avoid wastes. The cost of basic materials accounts for about 10% to 15% of the restaurant's investment. The writer also intends to choose seasonal ingredients to increase the diversity of the menu as well as reduce the cost of input materials.

Marketing activities

Basically, the cost of marketing activities, product introduction will account for about 5-7% of the investment cost. Promotion is really necessary to attract customers to the restaurant in the first stage. The simplest method is to distribute flyers around the restaurant area, hanging banners to announce promotions. These are indispensable marketing "tricks" in the first days of opening and still being used effectively. Moreover, in an era in which technology develops, advertising brands over the Internet is an effective and necessary solution. The author plans to set up a Fan-page and Website for the restaurant and then post information, food pictures, positive customer comments or real experience stories, introduce the restaurant's unique dishes and services to attract visitors.

Employee salary/ wages

Depending on the size of the restaurant, the owner can hire the right number of rotating staffs. As for the future restaurant, with the scale of restaurants serving about 50 diners, the author plans to hire a main chef, a kitchen assistant and two service staffs for one shift. Typically in the restaurant business is the staff will work in shifts, the average morning shift from 8:00 to 14:00 and afternoon shift from 14:00 - 22:00. Employee hiring costs should range from 10% to 15% of the income.

Other costs

In fact, doing business in the first time will often find it difficult to get good results because customers do not know the restaurant much. According to the lesson from the seniors in the restaurant industry, the cost of maintaining business operations should be anticipated within 3-6 months before the restaurant could be stable. There will be monthly costs, such as electricity, water, gas charges, machinery maintenance fees, rental, and staff salaries. As well as thousands of possible expenses like business license registration fees, etc. It is extremely important to make sure the business has enough money to maintain in the initial stage. The percentage around 5% of the total investment cost of the restaurant is the right number to handle these arising expenses.

8 Conclusion

This business plan for a hot pot restaurant is created from the raising trend of Asian food culture in Finland particularly. The primary idea of the thesis was to generate knowledge and information to apply into the opening of a new concept of restaurant. The main outcome and purpose of this study is to create a business model canvas and focus on financial sections for the author's future restaurant. The thesis aimed to describe the importance of business plan, especially business model canvas, in the design and planning for the establishment of a restaurant.

The theoretical backgrounds in designing this business plan are based on the definition of business model canvas, financial plan. A semi-structured interview and non-participant observations were used to as research methods to gather information and data for this thesis. The semi interview was conducted with the owner of KOKORO Sushi restaurant to have an in-depth knowledge and insights from an actual business in Helsinki, Finland; and the observations were carried out at Brokadi restaurant to figure out how a restaurant should be designed and how it affects customer's behaviour. As the results, the outcomes from those practical research implementations have helped the author to understand deeply in forming and developing a business in food and beverage industry, especially in Finland.

With the Asian culture is on high rise, more and more people has interested in and enjoyed Asian's cuisines. It is necessary to catch the trend and invest in this type of business, as people tend to experience something different and unique. A brief explanation of the concept of conveyor hot pot restaurant was also discussed to help distinguish the differences in Asian and Finnish's food cultures. From that, the author could have some changes and adjustments for the idea to be better completed and better suited to the taste of the Finnish.

Though, there are always risks and challenges come together with the opportunity. By conducting this study, and with all the outcomes and results which were gathered and analysed, the author strongly believes that this new concept of conveyor hot-pot restaurant would bring a new wind to the market in Finland and have a high chance in success.

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