

POTENTIAL DEMAND FOR A SUSHI BAR IN VARKAUS

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<p>Abstract</p> <p>In this thesis the prospects of starting a new restaurant in the town of Varkaus are examined. The study concentrates particularly on establishing a restaurant which specializes in sushi dishes. Furthermore, a variety of other issues related to opening a restaurant, such as risks and competition, are analyzed in the study.</p> <p>For the study both quantitative and qualitative methods of data collection were used. The quantitative survey was carried out by means of questionnaires, which were delivered to the respondents personally. Furthermore, the respondents were interviewed on the phone to find out their views on the subject in detail.</p> <p>The theory part of the study consists of research methods and a literary review and in this part of the study secondary data has been utilized.</p> <p>The results of the survey reveal that the number of customers interested in a sushi restaurant would be very limited. In conclusion, it can be stated that a restaurant specializing in sushi dishes would not be profitable business in a middle-sized town such as Varkaus. Finally, useful overall information about establishing a restaurant in a middle-sized town such a Varkaus is included in the thesis.</p>			
Keywords potential demand, sushi bar, business idea, customer buying behavior			
Notes			

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1 INTRODUCTION

In developed societies, there's growing demand for restaurant services. In the past people focused on how to have a full meal every day. Nowadays people spend a lot of time on fashion, creating their style by shopping or having delicious food. As a consequence, the cuisine, especially the way which food is decorated becomes more attractive in order to satisfy the needs of customers, ranging from middle class to those leading luxurious life. No doubt that the more advanced and developed the society is, the more attention people pay on cuisine, entertainment and fashion. There have been many different cultural cuisines that have existed for thousands of years in history of different nations. A great deal of them has gained reputation, which sometime is known as national brands. When talking about Japan, people generally associate it with sushi, addition to other cultural aspects such as kimono, cherry flower or tea tradition. The Japanese believe that food should satisfy all the senses. Sushi is the most transparent example for someone who may be slightly suspicious of the above statement. (Dekura 2008, 10)

It is a fact that a remarkable number of western people are tempted by menus originating from Asia. Recently, a lot of restaurants that have different cultural dimensions have been opened in different Finnish town, such as Helsinki, Tampere or Kuopio. There are a great number of sushi restaurants which have been opened in crowded cities such as Helsinki or Kuopio in Finland. Varkaus is a small city. However, there is a demand for gastronomic cuisine. There are a few restaurants serving Asian food in this area, e.g. Siam restaurant, and Chinese restaurant or the newest one-Nepal food. (Varkauden kaupunki, 2011). There is no such Japanese restaurant in Varkaus. The purpose of the thesis is to discover the potential demand of establishing a Japanese restaurant which not only serves tasteful and healthy sushi but also gives an opportunity for local people to experience a new culture. Seeking profit and increasing knowledge about Japanese culture and cuisine motivate the opening of a sushi bar.

The thesis studies the possibilities of starting a Japanese restaurant in Varkaus. This is done by a business research. The thesis consists of six chapters. The introduction chapter includes background, reason, aim and the contents of the thesis. The two following chapters are business processing and market situation. The fourth chapter is about the implementation of the research process followed by a chapter for analysis of the research results. The last part is a conclusion chapter of the thesis.

2 BUSINESS PLANNING

A business plan is a description of the business idea for an enterprise is willing to start. Similarly, a business plan shows how an entrepreneur desires to operate and develop the business idea (Thomsen Business Information, 2009). This chapter is about the completed plan for a sushi bar in Varkaus in Finland. A business plan plays an important role in the process of starting up a new business.

The content of a business plan is all about

Firstly, a business should be definite exactly and the main purpose of a business has to be clear. Besides, the content of a business associated with the area in which the business operated. Secondly, how a business was established and when a business created also should be in the content. Finally, who started a business and the reasons to explain why choose the business? (Finch 2010, 27-28)

What is the product or service?

The principle of all businesses is to sell something. The product or service plays an important role in every business. Thus, it is necessary to analyze its various aspects. Special focus on what customers demand from the product or service such as "is there anything unique about it and have a patent or other protection on it?" or "how is it supplied or distributed?" (Free management library, 2011, a)

The markets

Identifying the market in which a business operates is of particular importance when considering sales and marketing actions. Good marketing results depend on in-depth market knowledge and customer insight. First of all, the structure of the market should be examined then entrepreneurs should identify customers and the reasons why customers choose products or services. Besides, the ways to distribute and delivery products and goods should be taken into account. In addition, the competitors should be analyzed to figure out their strengths and weakness. (Finch 2010, 28-29)

Supply

In order to create a successful business, initially marketers should solve answers such as "what are a business's main inputs and are there a limited number of suppliers?", "are there any constraints on a business is ability to get supplies when

an entrepreneur wants, at the price the entrepreneur want?”, or “are credit term an issue?”

Further, several questions should be taken into account?

- Does a business have key customers or suppliers?
- How many outlets or factories does a business have?
- How big is a business? (Finch 2010, 29-30)

Planning how to get there:

- Strategies are one of the requirements of obtaining objectives. Strategies are not difficult to understand; they are just tasks on which entrepreneurs should pay attention. Their development refers to combination of different management actions such as marketing, operations, people and finance.
- Strategies especially require the development of a marketing plan that consists of appropriate marketing mix to figure out how to offer a product or service to customers
- Strategies depend on drawing financial budgets to understand what financial resources are required to start the plan. (Burns 2007, 375)

2.1 Description of the business idea

“Sushi combines seasonal seafood and rice, the staple diet of the Japanese people. A wide variety of vegetables can be used in sushi, too. There are more sushi restaurants in Japan than any other type of restaurant, although traditional sushi shops are becoming rare. The increasing number of sushi restaurants outside Japan attests to the worldwide popularity of this delightfully appetizing food” (Dekura 2008, 10). There have been more and more sushi restaurants entering European cuisine industry. In Helsinki, there have appeared a number of these kinds of restaurants recently. The Reference currently lists 16 sushi restaurants different locations in this city. (The sushi world guide, 2010)

Business idea

The business idea mentions to what business will do, to whom it will sell its products and how the business will execute all those. (Finnish enterprise agencies 2011, 11). The first inspiration for starting a sushi bar in Varkaus came from the people of Varkaus. Beside, a purpose of serving food abundantly is one of the fundamental parts which contribute to create the idea. Even though there have been plenty type of restaurants in Varkaus, the desire of customer to discover international cuisine is seem to be not satisfied. As a result, a sushi bar might be introduced in Varkaus, bringing a new Japanese favor to local people as well as provide quality service with healthy, fresh food with affordable prices.

The mission of the restaurant is to bring the most delicious Japanese food to customers, satisfying them with dishes that will be processed and decorated traditionally. Furthermore, the restaurant will be designed in Japanese style introducing a new culture to local people. Thus, the purpose is to advertising sushi – a famous Japanese food to Finnish people in Varkaus area.

Description of the product

The product is sushi which is Japanese food, the featuring component include rice and seafood. The menu will focus basically on four kinds of sushi which have equivalent names: "nigirizushi" consist of tuna, shrimp, eel, squid, octopus and fried egg, "gunkanzushi" which consists of sea urchins (urchin) or a variety of caviar on top, "chirashizushi" – which is wrapped in seaweed (nori), the nucleus of it is cucumber (kyuri), eggs, fish ... (Bep nho yeu thuong, 2010). If the customers want something to drink, sake - traditional Japanese wine is always available. Due to a clear and attractive menu, the customers will be able to decide easily which kind of sushi to order. Further, the restaurant will be ready to serve the customers if they require special orders which are not on the menu. For example, a customer is allergic to seafood and would like some kind of sushi that does not contain seafood. The restaurant will solve this case by replacing seafood with meat or something else.

The industry and the competitor environment

Studying the market is an important step in understanding the marketplace and competitors. According to a press, there are 33 restaurants in Varkaus. Those restaurants can be divided into 3 main groups: 16 Finnish restaurants, 6 international cuisine restaurants, 11 restaurants that serve kebab and pizza (Varkaus

Ankkuripaikka, 2011). Although the number of restaurants is small compared to the population of Varkaus, they can satisfy the culinary demands of the local people. Sushi – Japanese food still is not served in this area. Therefore, collecting information is fundamental to clearly understand whether any competitor starts the same business or not.

According to the above statistic, there are no restaurants that operate with the same concept. However, there are a number of restaurants that have operated for a long time and have loyal customers. Another challenge is that local people are familiar with the old cuisine. Sushi is a new product and it will attract local people's attention and become the main competitor to other restaurants.

2.2 SWOT analysis

SWOT analysis is a basic and broadly used tool for analyzing business operations. SWOT consists of the Strengths, Weaknesses, Opportunities and Threats for the business plan and the entrepreneur as well. Table 1 will show more precisely how the strengths can be developed, how the weaknesses can be eliminated, how the opportunities can be exploited and how the threats can be encountered. (Finnish enterprise agencies 2011, 15)

TABLE 1. Sushi bar's SWOT analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> • Well – trained staff • Having a take away option • Good choice of dishes available on menu • Owners are the workforce • Acquiring of Hygiene and Alcohol Law Pass Certificate • Product is known around the world • Acquiring of Japanese furniture and efficient equipment • Having a food delivery service • Impressive advertising and attractive promotion • New products and services • The restaurant interior is clean and tidy 	<ul style="list-style-type: none"> • The restaurant is new • Limited funds available • High price transportation • Lack of experience in business (the owner) • Lack of practical finance • No existing market image • Weak language skills • New culture

Opportunities	Threats
<ul style="list-style-type: none"> • Locating on the main street, Well – known and easy to reach • Potential development due to grants from local council • Offering a product which no other offers • Co-operation between the entrepreneur and partners 	<ul style="list-style-type: none"> • The existence of several Asian restaurants in the area • The operation costs are bound to increase soon • The difficulty in maintaining food fresh • Increasing local competition • Law and political situations

2.3 Marketing activities

Marketing and advertising play an important part of a business planning. The main purposes of marketing are to build, preserve and develop customer relationship. The section below will introduce different aspects and activities of marketing which can be applied to a restaurant.

Branding

No doubt that restaurant branding plays an important role in marketing development strategies as well as informing customers about the benefits of the restaurant's products. A brand is an assertion of what restaurants provide and how professionally they operate, which customers certainly expect in using the restaurant's services. In addition, in order to convince customers to consume goods, brand-building is one of the most effective ways to help customers recognize the difference between what restaurants promise and what they deliver. If a restaurant has a strong brand, it is likely to realize that the image which the restaurant advertises is match closely with its performance. (Global marketing consultant, 2009)

Position

Another factor that makes customers easily find a restaurant is its position. In this case, a position is the place that is located in customers mind or prospect mind relative to other competition (for example, cheaper food, higher quality services,

etc.). In other word, a position is one thing that can establish a brand and make the difference compared to main competitors. In the specific case of a Japanese restaurant, if it can build an image of healthy and fresh food with an elegant decoration, it probably succeeds in creating a position in customer's mind. (Global marketing consultant, 2009)

Due Diligence

Effective marketing is based on a large number of vital factors such as the market, customers, internal customers, the competitors, the culture and environment, the historical market, etc. Those factors require researching and examining in order to complete an effective marketing plan. Moreover, all of those factors have to be considered in the overall strategy with the aim of forming an accurate direction and help the entrepreneur make the right decisions. (Restaurant marketing, 2009)

Menu Mix

Someone may think the menu is not something that needs to be considered. However, the menu is the first thing that customers pay attention to when they want to order something to eat and drink. The customers can easily compare prices and variety to those of competitors with the help of the menu. Thus, conducting an analysis on the menu every six or twelve months is quite important in creating better image in customer's minds. In order to keep the menu fresh, profitable, and relevant, there are several things that need to be regarded such as how the items on the menu perform and how those items are better than those of the main competitors. (Global marketing consultant, 2009)

Training

The connection between the marketing, human resources, operations and training is close. For example, if a high quality restaurant is managed by B – class staff, the restaurant will not achieve the highest performance. Training is a fundamental factor for this reason. The training is not only about the employees' motivation but also a program that improves personnel skills. In fact, many successful restaurants have added training programs into marketing plans in order to train quality staff that possesses the necessary skills. (Global marketing consultant, 2009)

2.4 Risks

Even though risks cannot be eliminated completely, they can be reduced with an effective plan. "Business risk describes anything that may damage the health or profitability of your business". The main business risks are listed as strategic, compliance, financial and operational risks. (Magloff and Media 2011, a)

Risks associated with strategy

Strategic risks can be defined as the consequence of operating within a particular industry at a specific time. They involve the way operating replies to both competition and new products. To defend companies against strategic risks, marketers have to use appropriate methods to constantly receive feedback from customers. (Magloff and Media 2011, b)

Risks associated with compliance

Compliance risks refer to legislative or bureaucratic rules and regulations. For example, a corporation that operates companies in different countries can be vulnerable to local employee protection regulations or environmental policy of local governments. (Magloff and Media 2011, b)

Risks associated with finance

Financial risks are one of the most unexpected ones companies usually have to face. They include non-payment or debt by a customer, increased costs of raw materials or common products, changing of financial circumstances or retrograde in the economy. (Magloff and Media 2011, b)

Risks associated with operation

Operational risks refer to internal failures. The difference between operational risks and others is that there is no return for a company when it suffers operational risks. That is not only from internal processes such as unexpected failures of employees or systems but also from external events such as transportation breaking down, a supplier failing to deliver goods or theft of important data and equipment. (Magloff and Media 2011, b)

Other risks

In addition to those risks mentioned above, some other risks also strongly affect to businesses. Those risks can derive from natural environment such as climate and natural disasters. In other cases, when a company loses reputation because of product failures or negative services, it is called a reputational risk. It can take a long time to create a good image and the image can be lost in an hour. Furthermore, there is a risk in employee management associated with failures in training staff with necessary skills required to compete with other companies. (Magloff and Media 2011, b)

2.5 Financial plan

Starting a small business, especially a restaurant requires many crucial strategic plans. One of the most important steps is to prepare a financial plan which can help an entrepreneur not only to avoid financial risks but also build basic foundation for a venture. In other words, "a financial plan is an essential tool for a small business success". (The Importance of a Financial Plan for a Small Business, 2011)

TABLE 2. Investment calculation (Yrittämisestä työtä, 2011)

Capital requirements (investment)	
Rental security deposit (3 months)	1800
Renovation	5000
Tel, fax, copying	70
Computer	630
Machinery & equipment	4000
Furnishings & fixtures	1800
Supplies	1000
Marketing investments	1000
Registration fee	180
Initial inventory	1000
Working capital total	4520
Total	21000
Capital source	
No bank loan is applied	
Equity in cash	21000
Total	21000

Table 2 displays the first funding sources which are invested when opening a restaurant. It is used to show the source of funding and the expenditure requirement for sushi bar in its initial stages

TABLE 3. Budget for sushi bar in the first period of 12 months (Yrittämisestä työtä, 2011)

<i>Cost Structure / Sale need (Income Statement)</i>	<i>Month</i>	<i>Fiscal period (12months)</i>
Own net salary target	2000	24000
Depreciation	-260	-3125
Income after taxes	2260	27125
Taxes (tax %)	500	6000
Gross income	2760	33125
Gross margin (need)	2760	33125
Fixed costs		
Other indirect employee costs	324	3888
Property expenses	1210	14520
Travel expenses	80	960
Sales and marketing costs	100	120
R&D expenses	40	480
Consulting fees	100	120
Insurances	20	240
Administrative expenses	85	1020
Other operating expenses	30	360
Fixed costs total (vat 0%)	1989	23868
Gross margin on sales (need)	4749	56993
Material, supplies (-vat)	2561	30727
NET SALE (REQUIRED)	7310	87720
TOTAL SALES (REQUIRED)	7310	87720

TABLE 4. Sales calculation estimated amount of sales per year (Yrittämisestä työtä, 2011)

SALE BUDGET (Annual sale)	Product (sale per year)	Total
Sales volumes units	10800	
Unit price incl.VAT	9	
		9558
Total sales	95580	0
		9558
Net sales	95580	0
Purchase price/unit incl.VAT	3	
		3348
Total purchases	33480	0
		3348
Net purchases	33480	0
		6210
Gross margin	62100	0
Gross margin %	64,97%	1
Percentage of gross margin	100%	

In table 4 it is estimated that a restaurant has 45 customers every day * 240 sale days in year = 10800 units, average 9€/customer (incl. VAT). It means each customer would buy a dish/a meal at the price of 9 €.

Gross margin = Total sales – Total purchases

Gross margin percentage: $\frac{\text{Total sales} - \text{Total purchases}}{\text{Total sales}} * 100\%$ (About.com,2011)

TABLE 5. Profit analysis and break-even point of the sushi bar (Yrittämisestä työtä, 2011)

Sensitivity analysis						Break event point
	100%	95%	90%	80%	70%	
Sale requirement (vat 0%)	87720	87720	87720	87720	87720	92%
Net sale (vat 0%)	95580	90801	86022	76464	66906	
Difference	7860	3081	-1698	-11256	-20814	

Breakeven point: $\frac{\text{Fixed costs} + \text{Interest cost} + \text{Depreciations}}{\text{Contribution Margin Percentage}}$ (Fast4cast, 2007)

According to the above calculations, the financial budgets are positive. As long as the entrepreneur does not encounter any unexpected risks, it is likely to have satisfactory results.

3 MARKET SITUATION

This chapter will introduce the market situation related to external environment, consumer purchasing behavior as well as dealing with competition.

3.1 Macro environment

“An external analysis can be defined as an investigation into the developments within the environment of an organization with the objective to obtain insight in both the current and future key success factors within the market as well as the organization’s own position”. The company’s market ambition is determined with the ambition of the external analysis. Therefore, the company or its customers and competitors as the factors of external analysis are related to the company’s environment directly. They are called “3 strategic C’s” Company, Customers, and Competitors. Besides, customers and competitors, distributors and suppliers are role as core marketing system of an organization’s microenvironment. Concretely in wide surroundings, there will have difference among of stakeholders like shareholders, financial service companies, publics, potential employees, governmental institutions, pressure groups, and the media. From that, microenvironments are divided into different developments. They consist economic, technical, legal, political, cultural and social and demographical. Additional those factors affect all the companies in the whole industry. The figure below depicts an explanation of the organization in its environment. (Nijssen & Frambach 2001, 32-33)

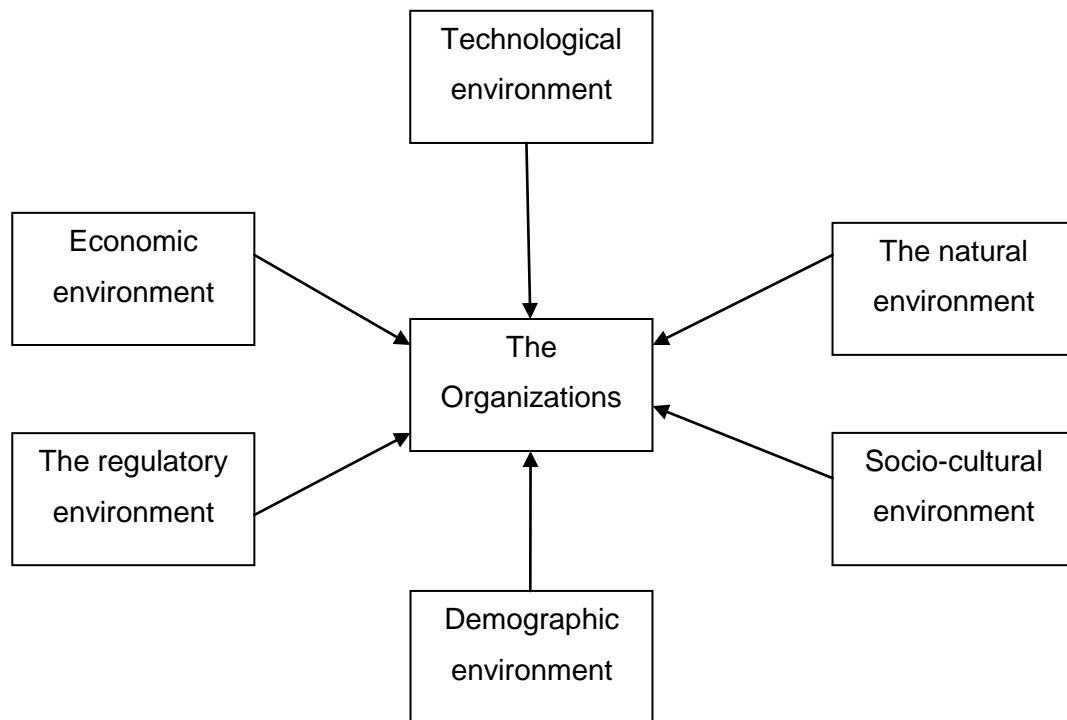


FIGURE 1. The organization in its environment (Nijssen & Frambach 2001, 33)

Demographic environment

The demographic environment refers to population aspects such as size, density, location, age changing, sex, ethnic composition, occupation, educational levels... In addition to demographic environment factors which have unlimited influence on business, there are five main global demographic trends that are likely to affect the achievement of many companies: the aging of the world's population, the effect of the AIDS plague on demography, rapidly growing middle class in emerging a countries, increased levels of immigration, and the decline in married households in developed countries. (Walker & Mullins 2011, 89)

Socio-cultural environment

Socio-cultural trends consist of values, attitudes, and behavior of individuals in a given society. Culture has a significant impact on a generation because people tend to carry the culture values for their whole life. Therefore, socio - cultural trends play an important role in assisting companies to succeed. There are two kinds of socio - cultural trends that require in-depth knowledge: ethical behavior, fitness and nutrition (Walker & Mullins 2011, 91)

Economic environment

Economic elements include factors such as salary levels, credit trends, and pricing patterns. These affect consumer spending habits and purchasing power. The economic environment is a vital factor and should be considered carefully before international marketers decide to enter a given market. For example, when a company wants to start a business in a foreign country which has economic problems, it will be most likely encounter difficulties such as lack of stability or vulnerability to political radicalism. On the other hand if the country has a growing economy, big potential market and a lot of consumers, the company has more opportunities for raising capital and making profit. (The marketing association of Australia and New Zealand, 2002-2005)

The regulatory environment

The political environment, government agencies, and lobbying groups influence or restrict individuals or organizations in the society. The political environment has a crucial impact on companies because a government can control and restrict companies' activities by encouraging and offering support or discouraging and banning products and services. Therefore, before starting a venture, especially in a foreign country, marketers should consider issues such as: how the stability of the political environment, the government's position on marketing ethics, the official's economy policy and the government's commitments in trading agreements such as EU, NAFTA, ASEAN or others. (Free-Term Papers.com, 2005)

Technological environment

The technological environment consists of those forces that affect the technology and which can create new products, new markets, and new marketing opportunities. Changes in technology environment have had dramatic effects on business. The effects can influence raw materials, processes, operations, customer segments to final products. Marketers should examine the following points to prepare for a business plan: How technology assists companies to create cheaper products with standard quality; whether technology provides customers with innovative products and services; how distribution changes by using technology. (Marketing teacher.com, 2000-2011)

The natural environment

Marketing doubtless depends on natural environment. The effects of changes in natural resources and weather conditions on businesses are significant and dramatic. Raw material availability is of vital importance. In addition to raw material, energy is another major issue on which companies pay plenty of attention. They need to know about its availability as well as cost. Climate is another element of the natural environment that has to be taken into account. For example, a company has to examine the climate conditions before making a proper decision about their production location and marketing territories (Cite Man Network, 2006)

Therefore, a company should control opportunities and threats to evaluate effectively present activities and exploiting successful key in the future.

3.2 Consumer purchasing behavior

It is believed that examining customers' buying behavior is one of the most important factors in marketing research. There are several reasons why marketers attempt to understand customer purchasing behavior. First of all, the success of a company undoubtedly depends on the attitude and the reaction of customers to the company's marketing strategy. Secondly, satisfying customers requires a firm to create a marketing mix that assists the company to figure out how a consumer buys. Finally, understanding customer purchasing behavior will play an important role in helping marketers to predict how customers react to the marketing strategy. (Marketingteacher.com, 2011)

3.2.1 Factors influencing buying behaviour

Cultural factors

According to Kotler, culture has a particularly important influence on consumer buying behavior. Each culture consists of smaller subcultures which represent the identity and characteristics of their members. When such subcultures expand and become bigger, there will be a task for the marketers to understand deeply the values of those groups. As a result of the crucial information that the marketers

collect, marketing strategies are created to serve the groups, assisting companies to take advantages of those groups (Kotler & Keller 2006, 174)

Social factors

Reference groups

Reference groups refer to all the groups that have direct or indirect influence on customer purchasing behavior. Reference groups have various levels of influence. Groups that have great impact are called primary groups, such as family, friends, and co-workers. On the other hand, groups that have less influence are called secondary groups, such as religious, professional, and trade – union groups. Further, reference groups can be divided into several different groups on the basis of the various ways which people are affected by their reference groups. In fact, an individual's purchasing decision can be influenced significantly through new behavior, lifestyle, attitude and self-concept. Inspirational groups are those a person hopes to be part of. Dissociative groups include people who are rejected by an individual. For example, sports equipment companies Adidas and Nike use famous footballers as their spokespersons, leading to the fact that many people use Adidas or Nike shoes with the hope of playing like professional footballers. Due to the significant impact of reference groups on customer purchasing behavior, the marketers' attempts to identify reference groups to market target are doubtlessly necessary and vital. (Klopper 2006, 105)

Family factors

Family plays a big part in the customers' purchasing decisions, and family members can be considered as the most influential primary group. There are two types of families related to customers. Firstly, the family of orientation includes parents and sibling. Secondly, the family of procreation refers to the spouse and children. The fundamental task for marketers is to identify who will make the purchasing decisions for family products because those decisions usually depend on particular family situations. For example, a family with no children; the buying decisions will be made from together by the husband and wife. In another case, a traditional family of parents and young children, the husband often makes the decisions concerning expensive products such as cars, housing or vacation while the wife tends to make decisions on daily purchases. When children become teenagers, they make their own decisions. Thus, understanding family factors always play an important role in

in identifying market target groups, which also assist companies to launch new products. (Cite man network, 2006)

Personal factor

A customer's purchasing decision is affected clearly by personal characteristics such as the buyer age and lifecycle stage, occupation and economic situation, personality and self-concept and lifestyle and values. Because of the direct influence of those characteristics on consumer behavior, it is necessary and important that marketers should examine those factors precisely. (Kotler & Keller 2006, 180-181)

Age and lifecycle stage

Consumer behavior is influenced significantly by human lifecycle as people often purchase different products and services in their lifetime. The changes in buying decisions are seen when there are changes in an individual's income, experience and marital status. In addition to human lifecycle, family lifecycle, stages as young single, married couple, and unmarried couple, also has a substantial impact on consumer behavior. For example, a couple purchases household goods, furniture and basic equipment for their family. When they become older and have children, they spend on vacations or a family car. (Zainbooks, 2011)

Occupation and economic circumstances

An individual's occupation affects the buying of goods and services which he or she is willing to buy. A worker may only buy products which are necessary to his work such as gloves, labor clothes or basic facilities while a director of a company spends money on luxury things such as formal suits, air travel or golf club membership. Therefore, marketers have to try to identify occupational groups which have interests in services and products related to their jobs. In addition to occupation, a person's economic situation has a great impact on product choices. For example, luxury brands such as Prada, Dior or Armani will be susceptible to retrograde economy. (Taloo 2008, 204)

Lifestyle and values

Lifestyle is used to explain complex consumer behavior. Based on lifestyle, there are three groups of customers, namely opinions, attitudes and activities. Lifestyle is sometime associated to how people spend their time and money.

An individual generally has two lifestyles, one which he is currently in and the other which he wants to be in. The second one obviously is better than the first one. Marketers try to exploit the desire to develop a product marketing strategy. For example, most young children want to be older, more fashionable and more stylish. Based on the demand, marketers focus on introducing modern clothes which make children look more grown-up. (Lifestyle and Attitude, 2011)

Kotler mentions people who are originally from the same subculture, social class and occupation but may have different lifestyles. Marketers have to work hard to research the relationship between the products and the customer's lifestyles. There lies one of the most important keys to develop products. For example, people, who lead healthy life with a balanced diet, usually choose Japanese food which has a high reputation for not only the taste and quality but also low fat content and high nutrient content. Understanding the lifestyle of local people helps marketers create strategies to attract target customers. (Kotler & Keller 2006, 183)

Personality and self-concept

A person's buying behavior can be affected by his own personality characteristics. An individual's personality refers to confidence, flexibility, arrogance, sociability and adaptability. People usually decide to buy a product which has similar features to their characteristics (Kotler, 182). Therefore, in order to be a successful marketer, analyzing and collecting information about customer's personality and self-concept is fundamental and crucial when a marketer is willing to start a marketing campaign for a new product. (Refraty-seminarky.sk, 2008)

Psychological factors

Motivation

An individual has a great deal of needs in different stages of his life cycle. There are two kinds of needs defined as physical needs and psychological needs. Physical needs associated to basic needs relate to things people need to survive, such as hunger or discomfort. On the other hand, psychological needs refer to emotions such as recognition, esteem or compassion. A motivation is originally a need that stimulates a person to purchase something. (Kotler & Keller 2006, 184)

Perception

If a person's actions are affected by motivation, the second step is to understand how the motivated person actually acts based on his perception of the situation. "Perception is the process by which an individual selects, organizes, and interprets information input to create a meaningful picture of the world". In marketing, because perception has a significant impact on consumers' actual behavior, perception becomes more important than the reality. (Kotler & Keller 2006, 185-186)

Learning

Changes the information from personal experience is called learning. There are several ways the consumer can understand the information of the products or services. To begin with, a consumer can learn about a product directly through his own experience. Secondly, a person gains knowledge about a product indirectly through information which is given by his family members or friends (Peter & Olson 2005, 61). Finally, a person understands a product after using another product in the same category. Marketers should focus on the consumer experience because if consumers gain good experiences in using a product, they probably buy it again rather than look for something else. (Kotler & Keller 2006, 187)

Beliefs and attitudes

Beliefs and attitudes influence greatly consumer purchasing behavior. People often gain beliefs and attitudes through experience and learning. Beliefs are the way people think about a special product or service while attitudes refer to how consistently people feel about or evaluate a particular subject. Those factors are difficult to change because they connect closely to an individual's lifestyle and personality. Therefore marketers should adjust a product features so that they match the target group customers' beliefs and attitudes. (Kotler & Keller 2006, 193)

3.2.2 Buying decision process

Understanding how consumers make their decisions can be explained through basic psychological processes. There are five stages, namely problem recognition, information search, evaluation of alternatives, purchase decision and post purchase behavior, which the marketers must try to understand. (Kotler & Keller 2006, 191)

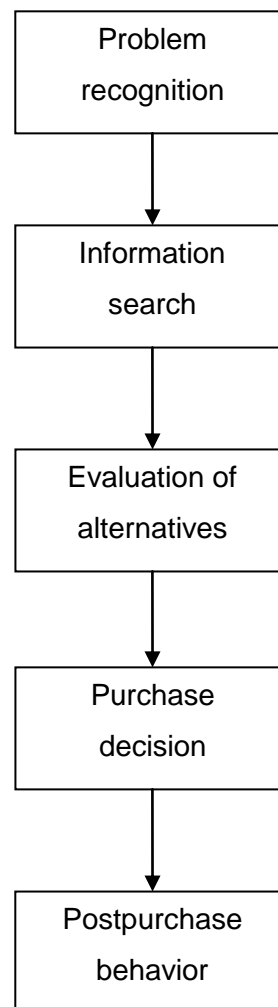


FIGURE 2. Stage model of the consumer buying process. (Kotler and Keller 2006, 1991)

Problem Recognition

People realize a problem through physical cues, stimulus responses or a need. The need can be divided into two types, one is an internal stimulus and the other is an external stimulus. An internal stimulus is related to the need of satisfying basic human instincts such as hunger, thirst. For example, a customer smells fresh food and realizes she is hungry. An external stimulus is associated to the need of purchasing when people communicate with the external environment. For instance, a person is interested in a neighbor's car and decides to spend money to buy one. (Kotler & Keller 2006, 191)

Information Search

In the information search stage of the buying decision process, customers usually seek information as a solution for their demands or needs. If the needs are strong enough and there is a product that meets all the expectations, then the purchasing decision is likely to be made. Otherwise, customers will begin to look for information that provides them with knowledge of desired products. There are several sources which are available for customers:

- Personal sources: families, friends, neighbor, etc
- Commercial sources: advertising, salespeople, retailers, dealers, etc.
- Public sources: newspapers, magazines, websites, radio, television.
- Experiential sources: handling, examining, using the products

The influence of the information sources on the purchasing customer's behavior depends on customers and products. For example, if an individual wants to buy some daily consumer goods, they can collect information from personal sources but in case she plans to buy an expensive product, she is likely to rely on public sources to collect information. The task for marketers is to identify which information sources are the most influential in their target groups (Kotler & Keller 2006, 193)

Evaluation of Alternatives

Consumers evaluate their purchase options depending on product attributes such as technical innovations, or through another factors such as branding, previous experience, sampling. For example, if a person decides to buy a new television, he will pay attention to sound system, video combination, etc. (Kotler & Keller 2006, 193)

Purchase Decision

A consumer's purchasing decision consists of the following: where to buy, how to buy, when to buy or whether to buy. There are five factors which may greatly affect the consumers' decision: brand, quantity, timing, dealer, and payment method. For example, if a person wants to buy something for his everyday needs like milk, sugar, she will go to the nearest grocery store. On the other hand, if he intends to buy an electrical product, she has to browse multiple stores, and consult several reliable information sources before making a decision. (Acevedo, 1996-2011)

Post purchase Behavior

The final stage refers to the evaluation after purchasing a product. If a person is satisfied with the product, it may lead to the fact that he will buy it again or introduce it to his friends. Therefore, it is an important stage and it requires a great deal of marketers' efforts to transform a normal customer to a repeat customer. (Kotler & Keller 2006, 198)

3.3 Dealing with competition

Identifying competitors

Building a successful business strategy depends on a great deal of factors. Creating an effective competitive strategy helps the company to obtain advantages over other competitors. The advantages can be found as long as the company possesses unique products and services which its competitors do not have, or the company owns better products and services than its competitors. The first step in creating a competitive strategy is to identify the competition. (Kotler and Keller 2006, 343)

Industry method

"Industry is a group of firms that offer a product or class of products that are close substitutes for one another" (Kotler and Keller 2006, 344). The industry method of recognizing competition is based on the industry in which a business operates. A company identifies its rival through similar products or services. For example, a car manufacturer can realize other car manufactures; a housing company can recognize other companies which are offering the same service.

Further, the industry method refers to the level of competition in the industry. For example, a restaurant has been operating in a town. By using the industry method, there are several competitors that can be identified. One of them has many loyal customers and offers quality products and services. In this case, the restaurant can assume that there is a high competition in this town.

Market method

Market approach of identifying competition is based on products or services offered to satisfy the customer needs. Utilizing the method, competitors are defined as

companies that provide the same goods or services to satisfy consumer demands. For example, a restaurant realizes customer needs as hunger, enjoying a style of cooking or probably entertainment. Competitors can be other restaurants, fast-food services, etc.

Strategic method group

The strategic method of identifying competition is based on similarity in strategy. Competitors can be defined as companies that have similar strategies, resources and customers. For example, using strategic approach, a discount shop with low price products has many competitors such as discount shops.

Companies which use strategic method need to pay a great deal of attention to business strategy. Price and quality are the most strategic factors that assist companies to recognize groups of competitors. This method is more complicated than industry method and market method. Therefore, it requires broad knowledge and in- depth understanding of factors that are used to develop a competitive strategy (Associated content, 2011)

Analyzing Competitors

Strategies

Companies can gather information about their competitors by using two main sources: what they are saying about their strategies and what they are doing. A competitor's strategy can be revealed through annual shareholder reports, interviews with analysts, and statements by managers or press releases. Further, competitor's activities, such as hiring, R&D projects, capital investment, promotional campaigns, strategic partnership and mergers and acquisitions, can provide details about its strategy. (Net MBA, 2002-2010)

Objective

Next, the objectives need to be recognized. Objectives can be size, history, current management and financial circumstances. For example, if a restaurant belongs to a chain, it is crucial to understand the parent company is values such as profitability, reputation, etc.(Kotler and Keller 2006, 347)

Companies use two assumptions to analyze the objectives of their competitors. Firstly, almost all companies attempt to obtain as much profit as possible. The second assumption is that competitors chase mix objectives: current profitability, an

increase in market share, cash flow, technological leadership, or service leadership. In addition to focusing on competitors' objectives, companies must have an appropriate plan to monitor competitors' expansion plan.

Strengths and Weaknesses

An important part in analyzing competitors is collecting information on each competitor's strengths and weaknesses. According to Kotler, there are three factors which require companies to study when analyzing competitors: (Kotler and Keller 2006, 347-348)

- Market share: The target market share of competitors
- Mind share: The percentage of customers who name the competitors as the first company that comes to mind in this industry
- Heart share: The percentage of customers who prefer to buy products of competitors

The three aspects have a close connection with each other. "Companies that make steady gains in mind share and heart share will inevitably make gains in market share and profitability"

Selecting Competitor: (Kotler and Keller 2006, 348-349)

- Strong versus Weak: Almost all companies attack weaker competitors because it requires fewer resources. However, in order to learn how to function better, companies should try to compete with stronger competitors.
- Close versus Distance: Most companies compete with companies that provide the most similar products or services. However, companies should consider study more closely the distance competitors. For example, steel manufactures worry about plastic and aluminum industry or museums concern about theme parks and malls.
- Good versus Bad: Each industry consists of good and bad competitors. Good competitors can be defined as companies that follow industry's rules; they support healthy industry, they stimulate others to lower cost or increase differentiation. In contrast, bad competitors try to purchase share; they take large risks; they look for the situation in which companies cannot sell as much

as they produce in order to make profit. Therefore, a company should support its good competitors and attack its bad competitors.

4 RESEARCH ON POTENTIAL DEMAND

This chapter describes the procedures followed in the study. The customer demand for a sushi bar in Varkaus is studied conducting a survey including a questionnaire and an interview.

Purpose of the research

When a survey is started, the most important thing that researcher should pay attention is what objective is researched. After that, the researcher will decide the most appropriate method such as questionnaire or interviews which should be utilized to research. When the aim of the research is clear, suitable questions of the questionnaire and interviews will be designed so that they can provide reliable results. (Science buddies, 2002-2011)

First of all, the hypothesis is that there is a demand for a sushi bar in Varkaus. Thus, the main problem is whether there would be enough customers for a small restaurant serving cuisine (sushi, sake and wine) in Varkaus. The aforementioned issues are studied with a survey that gathers customers' opinions on their needs and interest in a new product- sushi. Furthermore, the research also collects necessary information on how often local people would come to the restaurant and what price is suitable for every set of products. To sum up, the aim of the thesis is to find potential demand for a sushi bar in Varkaus.

4.1 Sampling

Sampling is used in research to collect useful and necessary information about a population. Data is collected from the population and the results will be drawn based on that information as a part of statistical process. (Black 210, 217-218). Sampling is a fundamental tool in marketing research, especially when marketers want to examine large markets. For example, when a company starts a product's promotion in Vietnam and marketers are asked to research the age of the Vietnamese population. Marketers cannot collect information from everyone in the country because it would take many years. In this research, the population is mainly the resident of Varkaus region and neighboring regions as Pieksamäki, Joroinen, and Leppavirta.

There are several advantages of sampling in examining the population. First of all, sampling refers to a small number of subjects, which helps marketers not to invest too much money and time. Besides, sampling is the sole option in case accessing the population is impossible. Secondly, it is likely that a person who is working on a sampling can easily determine whether a sampling plan has been followed in a study. In addition, due to fact that the amount of data is smaller, it is easier to avoid human errors when inputting and analyzing the data. Finally, sampling helps researchers reduce burden of response. (Experiment-Resources.com, 2008-2011)

On the other hand, sampling has some disadvantages. To begin with, because a sampling may not be a true representative of a population, it probably is less accurate and reliable. However, if the population is larger and requires more knowledge and skills than normal, the disadvantage can be ignored. Furthermore, sampling can be disrupted to isolate a member from a group. (Srivastava & Rego 2011, 4.23)

Sample size

The basic characteristics of the population play an important role in deciding the size of a sample. The characteristics involve the type of information that is required and the costs involved as well. For example, a population which had certain characteristics that were almost resembles requires a suitable sample to measure those particular attributes. On the other hand, a larger sample is needed if a population has different characteristics. Therefore, it is necessary to identify the purposes of the survey so that the sample, including a size can be created to obtain all necessary information. It is likely that if the size of the sample is large, the information is more accurate and reliable. However, expanding the sample means that it requires more time, staffs and money. (Craig & Douglas 2000, 230) In this study, the aim of the researcher is obtaining credible results of the target population. Therefore, the researcher has created a sampling size of two hundred and fifty persons which is reasonably suitable with the survey.

Methods of sampling

Methods of sampling are chosen based on different factors such as research objectives, financial and time constrains, and attribution of the research problem. There are two kinds of methods: probability sampling and non-probability sampling. Firstly, probability sampling is created so that the probability of selecting an individual is identified. Probability sampling has four special types, namely simple

random sampling, stratified random sampling, cluster sampling and multi-stage sampling. Second method is non-probability sampling, the researchers try to ignore the costs and focus in developing a sampling frame. The common types of non-probability are convenient sampling, judgment sampling, snowball sampling and quota sampling. (Statpac, 2011)

For this research, the researcher has chosen simple random sampling method. In the simple random sample method, the sample is collected randomly from the target population.

4.2 Data collection

There are two essential types of data, primary data and secondary data. Primary data is defined as "information gathered for the purpose of a study". Secondary data refers to other data which has been gathered by other researchers. There are several reasons which are used to explain why primary data should be used. Firstly, primary data is the only option for researchers when secondary data is unavailable. Secondly, secondary data may not be suitable for the subject of a study. As a result, relying greatly on secondary data could lead to errors. Finally, some situations require deep understanding and knowledge to undertake a study. Researchers should use primary data to prove the possibility of the study. (Wilson 2010, 135-136)

In the study, primary data was collected by a gathering questionnaire. The questionnaire was given to local people to various places in Varkaus such as the supermarkets, the library, the university and the main streets. Besides, the researcher utilized personal networks with the aim of collecting around 250 responses. In addition to questionnaires, telephone interview was used to collect information for the study.

Secondary data also called second hand data include material and information collected by personal or a group of person. (Wang 2008, 35). Secondary data could be everything from annual reports, promotional material, documentation, magazines, newspapers, internet resources, etc. The secondary data which was mentioned in this study was selected from literature related to marketing and business, completed thesis works, lectures and the internet sources such as Google books and websites provide important references to support the content.

4.3 Questionnaire

A questionnaire is a way of obtaining detailed and exact information about an issue. When the process of gathering information is completed, the data is analyzed and interpreted so that researchers have a better view of the issue. There are different ways in which a survey questionnaire may be applied: by personal interview, by telephone, by mail, or self-administrated. There are several factors which play an important role in deciding how a questionnaire is designed: the method of survey, the environment of the issue being investigated, the kind of population sampled, and the sample size. (Quick MBA, 2010)

Questionnaire design methods

To begin with, it should be decided what kind of information is to be collected, what questions should be interviewed, and how they should be prepared. The requirement for information involves three aspects:

- Demographic, background or respondent characteristics
- Detailed questions associated to product and brand usage and evaluation, purchase intention and shopping patterns
- Category/ domain specific attitudes and behavior and general attitudinal and lifestyle characteristics

Questions have to be prepared carefully and thoroughly so that every question is unambiguous. The researcher has to decide between direct and indirect questions in order to collect accurate responses. (Craig & Douglas 2000, 199)

Questions

There are two main questions that are commonly utilized in surveys: open-ended questions and closed questions. Open-ended questions are known as "free answer" or "free response", require an answer of more than a few words. In other words, an open-ended question gives respondents permission to answer in their own words. The aim of this kind of questions is to receive more information, especially on the respondents' opinions and views on special subjects. There are several types of common open-ended questions. Firstly, completely unstructured questions allow respondents to answer in their own words. The secondly, word association provides respondents with certain words, such as companies or labels, and asks them what

initially comes to their mind. The last, story or picture completion question gives respondents incomplete stories, either pictures or words and asks them to complete the stories. (Quick MBA, 2010)

Closed-ended questions are strictly limited. The questions offer respondents a variety of answers and expects them to select the one answer that corresponds their personal views on particular subjects. The question designer should ensure that all suitable answers are offered to respondents. The problem can be solved by offering the respondents the choice "other". The main types of closed-ended questions are (Tutor2u, 2011):

- Dichotomous questions: Those questions give respondents only two options to select such as Yes/No, True/False, Male/Female, etc. Concretely, question number 1(see appendix) ask about gender of respondents.
- Multiple choice questions: The questions have typically four or five options so that respondents can make a choice. Question number 10 (see appendix 1) used this type of question; the respondents can choose an affordable price for a portion of sushi.
- Likert's Scale: This kind of questions offers respondent four to five options which allow respondents to express their opinions limitedly. For example, question number 7(see appendix 1) surveys respondents' liking sushi with 5 choices.
- Rating scale gives the respondent a grade or rating to show their opinions from a limited range of answers that can be subsequently quantified. Concretely, the researcher want to find out respondents' interest in different restaurants, thus question number 5(see appendix 1) provides the respondents with choices from low to high grading.

4.4 Interview

An interview has been defined as a conversation directly that defines purposes other than satisfaction in the conversation itself. There are several advantages of using interview as a method of collecting data. First of all, the interview has personal contact with the respondents. Secondly, interviews provide respondent more freedom; as a result, interviewers can get in-depth information from the respondents. On the other hand, interviews also negative aspects which researchers have to encounter. Firstly, collection and analysis waste a lot of time. Because of the variety of nature that respondents come from, it takes time to use particular technique to analyze information. Besides, lack of understanding respondents may lead to faulty of the data. (Free Management Library, 2011, b)

There are different kinds of interviews which are used in everyday research. The first one is personal interview or intensive interview and the second is telephone interview. In this study, the researcher decides to use telephone interview because of particular reasons. Firstly, using personal interview does not consume much time compared to personal interview. Besides, the interview approach is flexible. However, there are some disadvantages the researcher cannot ignore, such as interviewer bias or difficulty to generalize this method (Trochim, 2006).

4.5 Pre-test questionnaire

It is impossible to create a perfect questionnaire the first time. Designers usually encounter several problems when they finish the first questionnaire such as using too much compound and ambiguous questions, making mistakes with response scales, etc. Therefore, questionnaires should be tested carefully several times before issuing in the final version. "The questionnaire pre-test serves the same role in questionnaire design as test marketing serves in new product development". Pre-test is the most effective way of ensuring that the questionnaire can gather all appropriate information from respondents. There are two ways of testing a questionnaire: debriefing session and protocol method. (Webb 2002, 106)

For the debriefing method, the questionnaires are given to respondents in a similar way is described in the study. When the questionnaires were filled in, the respondents were examined so that the designer of the questionnaire would better understand what the respondents think while they were completing the questionnaires or whether there were any problems, such as instructions, questions, etc. The protocol method is a method encouraging respondents to “thinking aloud” while they are completing questions. (Webb 2002, 107)

Both methods were used to improve the questionnaire and remove unexpected mistakes. According to research, the designer would pay particular attention to following aspects: the meaning of questionnaire is clear, the questions are easy to answer, the question flow logically from one to another, the routing or branching instructions are easy to understand, and the questionnaire engages and retains the respondent’s interests.

4.6 Validity and reliability

Reliability requires consistency in obtaining the same result regardless of doing the measurement again and again. When the result is unusual, the reliability is not good. In order to increase the reliability of the questionnaire, internal check should be done, for example, questions concerned with the same situations are spread throughout the questionnaire. (Webb 2002, 108) Similarly, the study’s reliability is acceptable although there were some limitations in the study. Some internet sources published around year 2000 which might suggest that the information is not updated. During a month and a half, there were 126 responses collected. These problems caused a low level of reliability.

Validity associated with the level to “whether the questions measure what they are supposed to be measuring”. A valid measurement will always be reliable but a reliable measurement will not always be valid. In order to estimate the validity of the questionnaire, there are several sources that should be examined such as secondary data or census reports. (Webb 2002, 109). In this study, the researcher infers that the validity of the study is good due to adequate theoretical analyze and empirical study. The background theory includes business processing with careful plans, strategies for starting a sushi bar; market situation analyzes related to external environment and consumer buying behavior, competition and research methods from

literature, Google books, and the internet sources. Additionally, the survey was executed truthfully with proper questionnaires and interviews to discover the customers' conceptions of a sushi bar in Varkaus. All answers were collected face to face from local people. Moreover, the telephone interview with five persons gave credible answers and followed the questionnaire.

5 RESULTS OF THE RESEARCH ON THE POTENTIAL DEMAND FOR A SUSHI BAR IN VARKAUS

This chapter introduces the results of the customer survey on a sushi bar in Varkaus. This survey concentrates on customer's attitudes on sushi and a sushi bar in Varkaus. There are a total 126 responses that were collected during one and a half months.

5.1 Background information of the respondents

Firstly, there are three questions on the background of the respondents concerning age groups, gender and living place. Age groups are divided in to five groups as shown below in figure number 3.

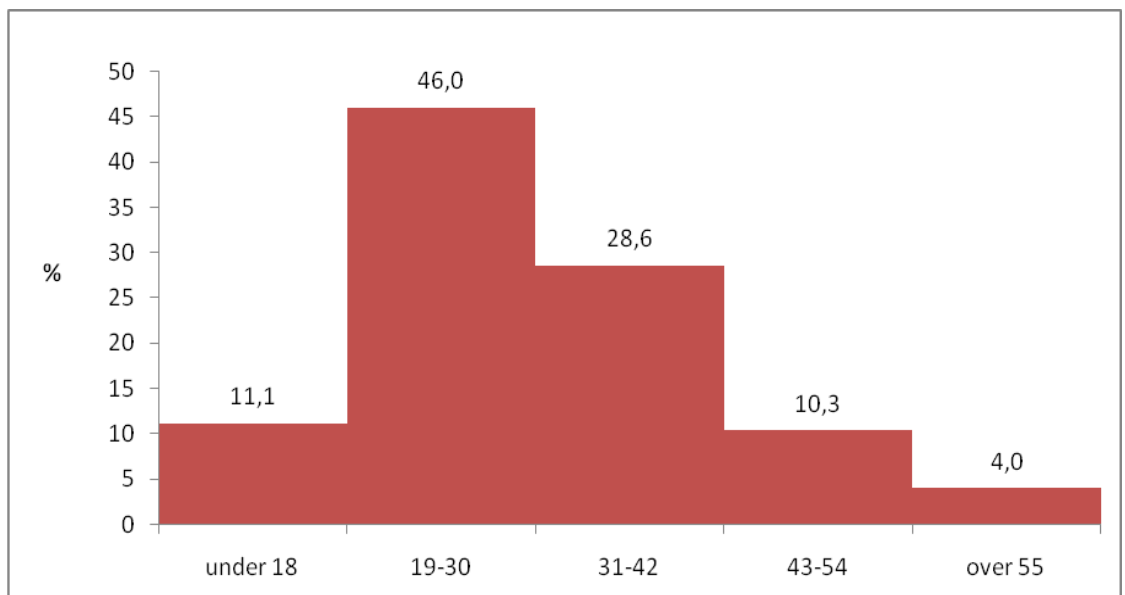


FIGURE 3. Number of respondents in different age groups, N= 126

Figure 3 shows that the age group 19-20 counts 46% of the total number of the respondents and the largest group participating. Conversely, the least amount of respondents is in the age group over 55 with only 4%.

Gender of respondents

Of the 126 respondents who participated in the survey, there were 69% woman and 31% men. It seems that women are more willing to take part in surveys than man.

Living place of respondents

Almost all respondents are living in Varkaus, there are only 4 respondents from Pieksamaki and 5 respondents from Joroinen with a total of 126 respondents. This means all respondents are living in Varkaus and its neighboring regions.

5.2 Frequency of visits

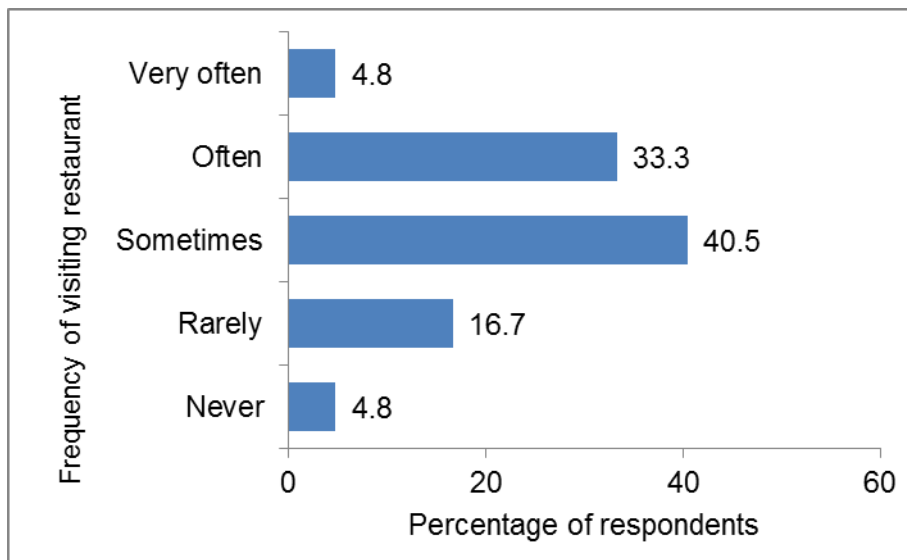


FIGURE 4. Frequency of restaurant visits, N= 126

Figure 4 shows the answers of the respondents on the frequency of eating in a restaurant in general.

As can be seen from the figure that, the largest percentage of respondents visit a restaurant sometimes, which is almost 40.5%. The second one is the number of people who told that they eat out often, namely 33.3%. Approximately 16.7% said that they rarely go to eat outside. There is a similarity between the percentages of people who eat out very often and who never visit a restaurant, approximately 4.8%.

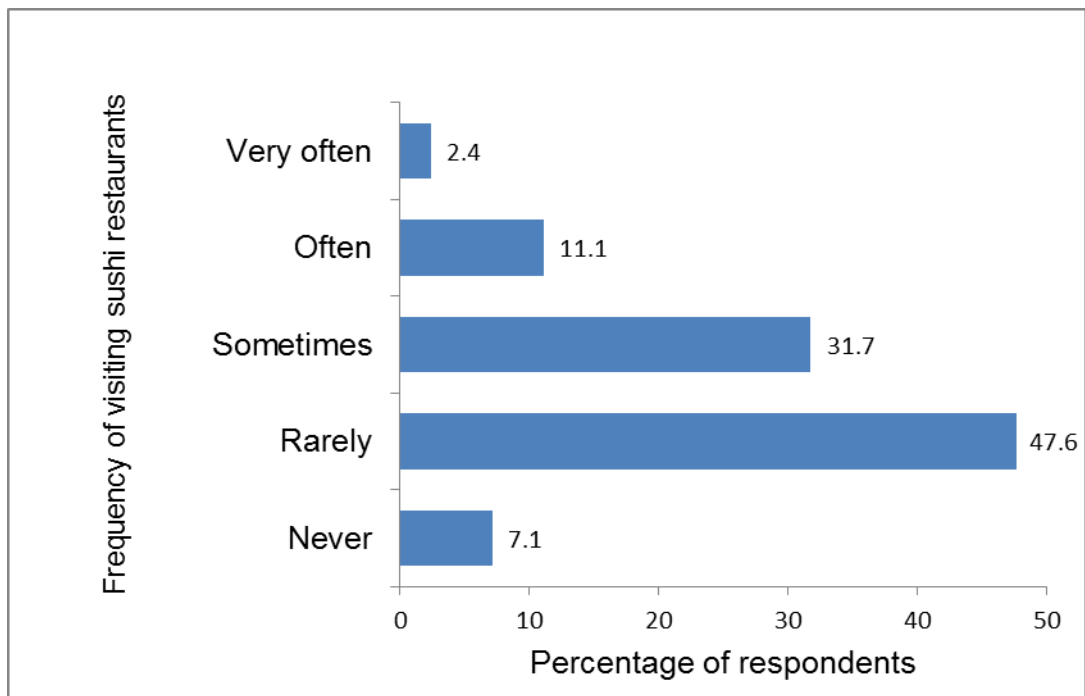


FIGURE 5. Frequency of sushi restaurant visits, N= 126

Figure 5 illustrates the answer to the question how often the visit a sushi restaurant. It is clear from the figure above that the number of respondents who rarely visit a sushi restaurant is the largest percentage, namely 47.6%. The second biggest percentage of respondents is 31.7%. They answered that they eat out in a sushi restaurant sometimes. There are 11.1% of respondents who chose that they eat in a sushi restaurant often while only 7.1% of people react negatively. They never eat in a sushi restaurant. The smallest percentage of respondents is the people who eat in a sushi restaurant almost every day, approximately 2.4%.

5.3 Favorite restaurants

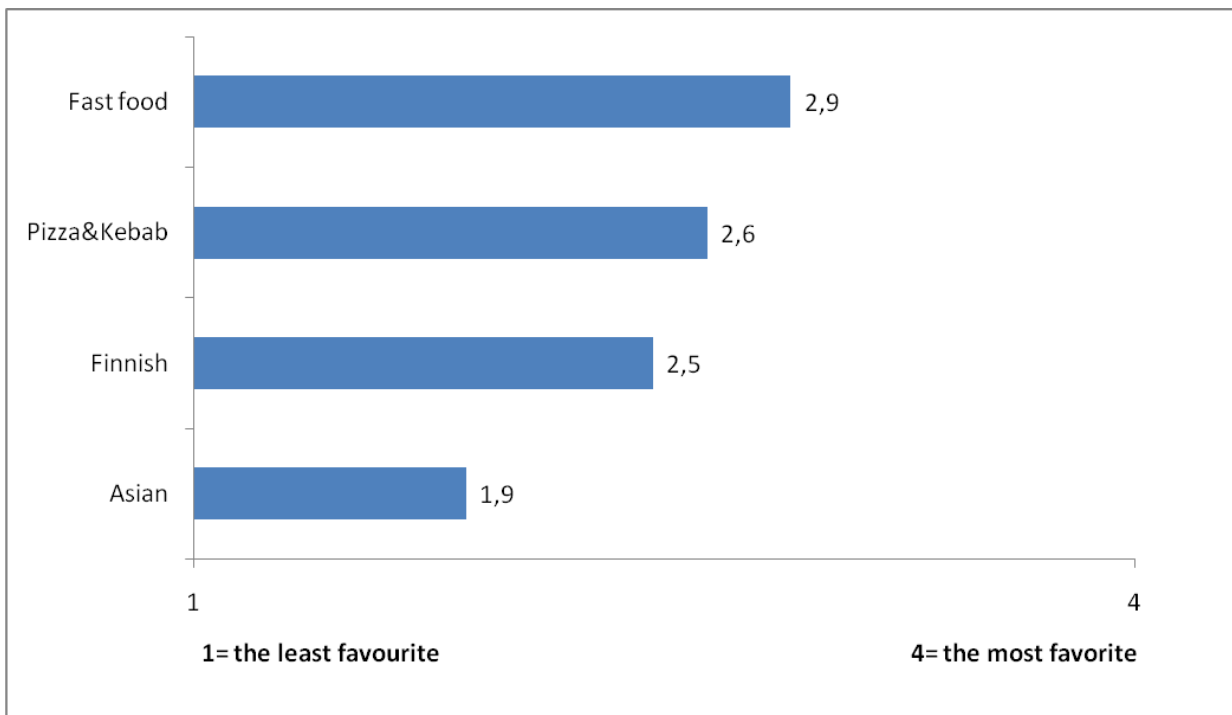


FIGURE 6. The level of choosing the favorite restaurants (grading 1 to 4), N = 126

Figure 6 illustrates the attitude of local people towards selected restaurants in Varkaus. It is based on the scale from 1 to 4 which means "1" is the least favorite and "4" is the most favorite.

Apparently, fast food restaurants including Hesburger, Subway and McDonald's attract most of the customers with the average evaluation grade of 2.9. Following these fast-food places are Pizza& Kebab and Finnish restaurants. They get high interest from regional inhabitants in Varkaus, assessment scores varying from 2.6 to 2.3. Most of the respondents do not want to visit Asian restaurants.

In a nutshell, there is no doubt that fast-food restaurants, pizza and kebab restaurants, pizzerias and Finnish restaurants are the most popular among the residents of Varkaus. However, it is the Asian restaurants that endure the unenthusiastic view of respondents.

5.4 Level of interest in seafood and sushi

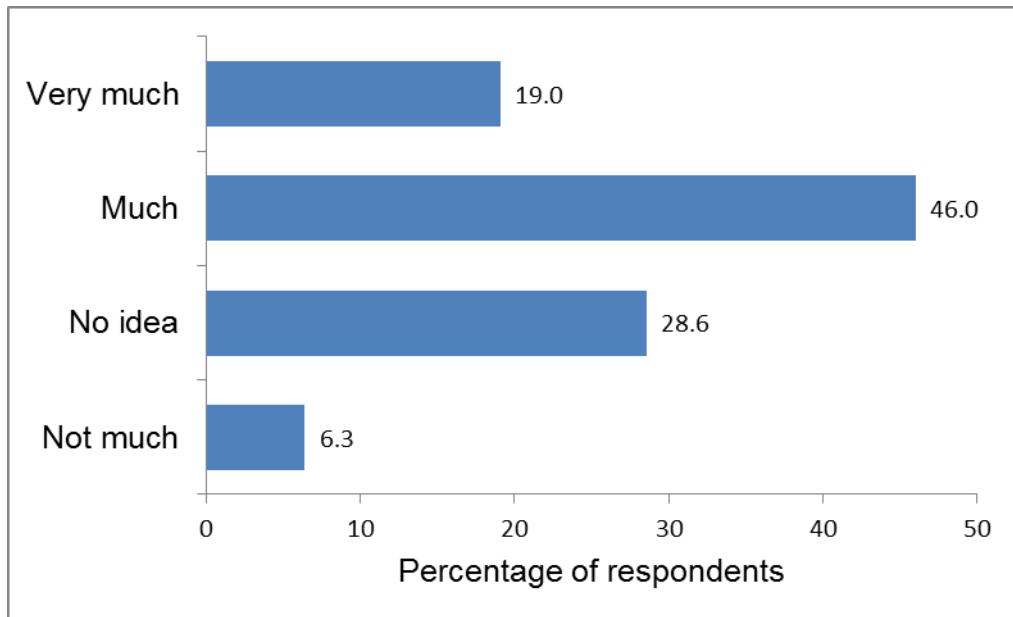


FIGURE 7. Interest in seafood, N= 126

The results show the attitude of the respondents to seafood. There are a total of 126 people that answered the questions on eating seafood.

According to the above figure, the largest percentage is 46% which represents the number of respondents who like seafood "much". The second biggest one is the number of people who have no idea about seafood, which is 28.6%. Around 19% of the respondents answered that they like seafood very much while only 6.3% of the respondents who said that they do not like seafood.

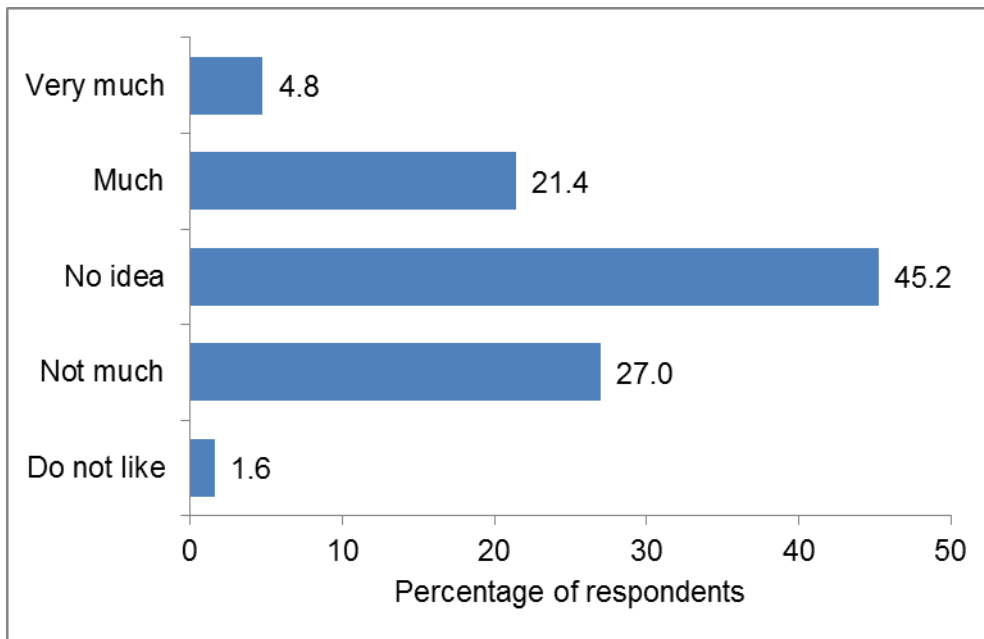


FIGURE 8. Interest in sushi, N = 126

Figure 8 describes the results of the part of the survey the attitude to sushi. It can be seen that, the number of the respondents who did not have any idea about sushi makes up the largest figure, namely 45.2%. The second biggest percentage of the respondent is 27% which revealed that many people are not eager to try sushi. 21.4% of the respondents answered that they like to eat sushi while only 4.8% of people react positively to sushi. The smallest percentage of the respondents is the individuals who do not like sushi, approximately 1.6%.

5.5 Buying behavior of sushi

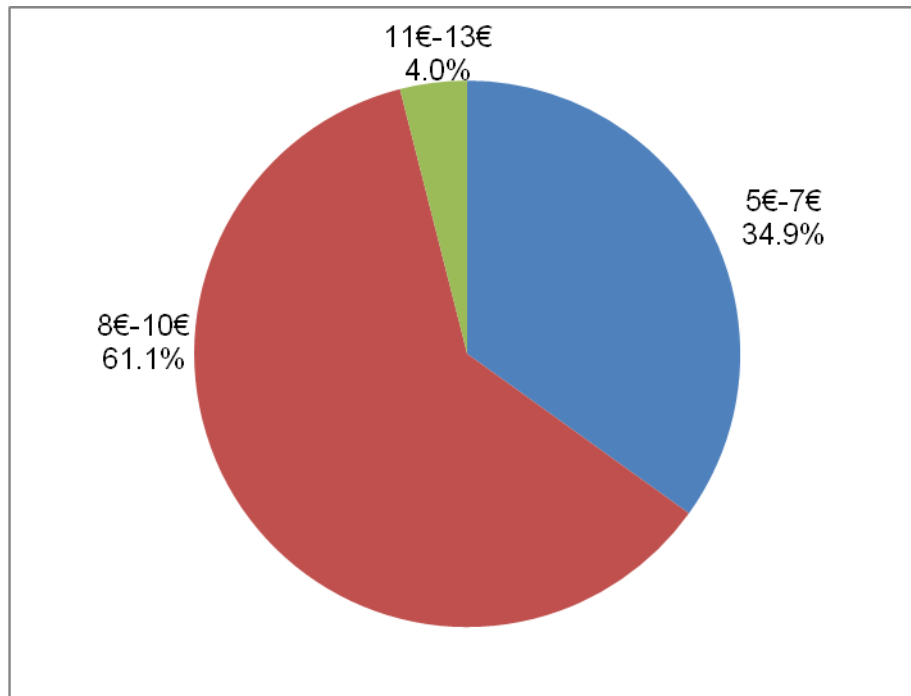


FIGURE 9. The most preferred price for a portion of sushi, N= 126

The pie chart gives information about the respondents' opinion on sushi prices.

The largest percentage of the respondents suggest that they was ready to pay from eight to ten euros (8€-10€) for a portion of sushi, namely 61.1%. Around 34.9% of respondents answered that they prefer to pay from five to seven euros (5€-7€) for a portion of sushi while there were 4% of respondents said that eleven euros to thirteen euros (11€-13€) was a reasonable price. Nobody was ready to pay more than thirteen euros for a portion of sushi.

In conclusion, the price from eight to ten euros (8€-10€) make up the largest part and therefore the price should be focus on to attract of customers.

The most preferred methods of buying sushi

There are three choices including Call to Order- Home delivery, Order by the Internet and from Market. The results clearly show that 82% prefer to purchase by calling to order- home delivery, 6% order by the internet and 12% prefer to purchase from market.

Location of a sushi bar

A good location will be convenient and attract more customers. Both of choice were given in the survey (question number 12 in appendix 1) are center and crowded place in Varkaus area.71% of the respondents chose Taulumäki as the best location for a restaurant and 29% of the respondents thought that Päviösaari is suitable location.

5.6 Telephone interview

The questionnaire can't provide in-depth information, such as why an individual truly like to eat sushi and how he/she frequently eat sushi (for example, eating at home or at a restaurant). Therefore, the interviews were used to collect such important data and figure out the reality behind answers. Besides, in-depth data was needs to estimate what would be a suitable price for a portion of sushi a customer is willing to pay. Furthermore, by doing interviews, necessary information could be obtained to make the decision of which area is the most convenient location to open a restaurant.

Background information of the Telephone interview respondents

There are two males and three females involved. Respondent number 1 and number 2 were men who belong to group ages from 19-30. The rest were women but they are of different ages. Respondent number 3 belongs to age group 19-30. Respondent number 4 belongs to age group 31-42 while the last respondent belongs to age group 43-54.

Interest and frequency of restaurant visits

The respondents were asked how they preferred to eat seafood and sushi. Respondent number 1 told that he likes to eat seafood but he is not interested in sushi. Respondent number 2 revealed that he loves eating seafood and also likes to eat sushi but if he has to make a choice, he would choose seafood. Respondent number 3 indicated that she likes to eat seafood but has no idea about sushi. She told that she had eaten sushi several times with her friends and did not impress any its ingredients. Respondent number 4 said that she loves to eat seafood but she does not like sushi. She explained that she suffered from allergy after eating sushi and she never tried it again. Respondent number 5 told that she has no idea about both

seafood and sushi. She added that she ate seafood and also sushi but she is more interested in Finnish food.

Next, question number 4 (see appendix 3) was used to find out how often the respondents ate at a restaurant. Respondent number 1 revealed that he visits a restaurant sometimes. Respondent number 2 and 3 said that they prefer eating at a restaurant and they almost go to a restaurant often. Respondent number 4 indicated that she rarely eat at a restaurant, namely once or twice a year while respondent number 5 said that she never eat at a restaurant.

The most preferred prices and location

Questionnaire included a question about how much the respondents' are willing to pay. Respondent numbers 1, 2 and 3 told that they were ready to pay 8€-10 € for a portion of sushi. When respondent number 3 was asked why she is willing to pay more money although she does not like sushi, she explained that a portion of sushi requires over-decoration and precision. Respondent numbers 4 and 5 said that they wanted to spend only 5€-7€ for this kind of food. It is easy to understand because they do not like sushi or have no idea what it is.

Then, respondents were asked about which location they think is the best for a restaurant. Taulumaki is the most preferred location to start a restaurant, according to respondent 1, 2, 4 and 5. Respondent number 3 had a different idea. He said that the restaurant should be set up in Paivionsaari because his company was located near this place.

6 CONCLUSIONS

The final chapter will summarize the total process of the research and give an idea of whether the entrepreneurs should establish a business or not. The personal idea is mainly based on the results of the research and theoretical parts of the study.

No doubt that in order to establishing a successful restaurant is required many necessary factors such as suppliers, marketing plan, business plan, etc. The success of a restaurant depends on what kind of food it serves and whether it is suitable for local people or not. Opening a sushi restaurant requires professional staff, reliable suppliers which can provide fresh, safe seafood, and a restaurant decorating on Japanese style. Therefore, the initial investment in opening a restaurant is enormous even if the entrepreneurs want to open a small restaurant. In addition, the success of a sushi bar also depends on the knowledge of the entrepreneurs about Japanese cuisine and culture. For example, when customers intend to eat in a Japanese restaurant, they want to satisfy their curiosity and will make a comparison with other restaurants, especially with other Japanese restaurants they have tried. Whether they come again or not depends on how they have been served and the food they ate. With all issues above, establishing a Japanese restaurant at this time is not a wise decision because the entrepreneurs still lack strong finance and in- depth knowledge about Japanese cuisine.

The main purpose of the research was to discover whether there was a potential demand to establish a sushi bar in Varkaus. The entrepreneurs collect data from questionnaire, interview and theoretical parts to evaluate an idea of establishment a sushi bar in Varkaus. The results of the research revealed that the potential demand for a sushi bar is not high enough.

First of all, the interest in sushi is not high in Varkaus. The majority of the respondents answered that they have no interests in sushi. Approximately twenty seven percent (27%) do not like eating sushi for several reasons such as suffering allergy or tasteless food. Only a small group of respondent is either interested or very interested in eating sushi.

Secondly, according to the results, the largest groups of the respondents eat at a sushi restaurant only sometimes or rarely. Moreover, either a fast-food or a pizza kebab restaurant is the most popular place. The most common reasons why the respondents chose those restaurants as their favorite was that they do not want to

spend too much time on staying in one place and miss other activities. This means that the entrepreneur should develop fast-food sushi or take- away sushi. This can attract customers.

To sum up, even the results of the study do not support the establishing of a Japanese restaurant the research may be done again later. The results may be positive if the research was carried out in bigger cities such as Helsinki or Kuopio or when the economic situation was better. The research process gave a chance to review information from lectures and apply it. Especially, the researcher gains necessary skills, experiences from thesis work that will be useful for the researcher's job in the future.

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APPENDIX 1**The survey for collecting customer idea about sushi restaurant in Varkaus.**

1. Age group:

≤ 18

19 – 30

31 – 42

43 – 54

≥ 55

2. Gender:

Female

Male

3. Where do you live?

Varkaus

Pieksamaki

Joroinen

Leppavirta

Others.....

4. How often do you visit restaurant?

Very often (Almost every day)

Often (several times a week)

Sometime (several time a month)

Rarely (several time in a few months)

Never

5. What are your favorite restaurants, please choose from grading 1 to 4 (number 1 is the least favorite, number 4 is the most favorite)?

	1	2	3	4
Finnish food restaurants (Rosso, Amanda...)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Asian food restaurants (Chinese, Thai...)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Fast food restaurants (Hesburger, Mac' Donald...)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Pizza & Kebab (KGB, Pizza Posti...)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

6. Do you like sea food?



Very much

Much

No idea

Not much

Don't like

7. Do you like sushi?



- Very much
- Much
- No idea
- Not much
- Don't like

8. How often would you visit sushi restaurant?

- Very often (almost every day)
- Often (several times a week)
- Sometime (several time a month)
- Rarely (several time in a few months)
- Never

9. If Never, Would you like to try sushi?

- Yes
- No

10. How much would you be willing to pay for a portion of sushi?

5€-7€

8€-10€

11€-13€

14€-16€



11. Beside come to visit restaurant, how would you prefer buying sushi?

Call to order- home delivery

Order by internet

From market

12. In your opinion, where is the best location for sushi restaurant in Varkaus?

Taulumäki

Päiviönsaari

Others.....

Thank you for your answer.

APPENDIX 2**Asiakaskysely sushiravintolan kysynnästä Varkauden alueella**

1. Ikä:

- 18v tai alle
- 19 – 30
- 31 – 42
- 43 – 54
- 55v tai yli

2. Sukupuoli

- Nainen
- Mies

3. Asuinpaikka?

- Varkaus
- Pieksämäki
- Joroinen
- Leppävirta
- Muu.....

4. Kuinka usein syöt ravintolassa?

- Erittäin usein (lähes joka päivä)
- Usein (pari kertaa viikossa)
- Joskus (pari kertaa kuussa)
- Harvoin (kerran kahdessa kolmessa kuussa)
- Ei koskaan

5. Missä ravintolassa käyt syömässä mieluiten, ole hyvä ja valitse mieluisin asteikolla 1-4 (1 ollessa vähiten mieluisin ja 4 ollessa mieluisin)

	1	2	3	4
Suomalaiset ravintolat (Rosso, Amanda...)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Etniset ravintolat (Chinese, Thai...)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
pikaruokaravintolat (Hesburger, Mac' Donald...)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
pizza ja kebab ravintolat (KGB, Pizza Posti...)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

6. Pidätkö meren antimista (kalasta, ravuista, äyriäisistä) ?



- Todella paljon
- Paljon
- Ei mielihpidettä
- En pidä paljoa
- En pidä ollenkaan

7. Pidätkö sushista?



- Todella paljon
- Paljon
- Ei mielipidettä
- En pidä paljon
- En pidä ollenkaan

8. Kuinka usein kävisit sushi ravintolassa?

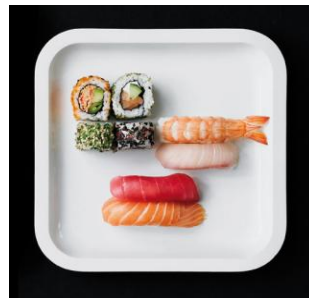
- Hyvin usein (lähes joka päivä)
- Usein (pari kertaa viikossa)
- Joskus (muutaman kerran kuussa)
- Harvoin (muutaman kerran muutamassa kuussa)
- Ei koskaan

9. Jos ei koskaan,haluaisitko kokeilla sushia?

- Kyllä
- Ei

10. Kuinka olisit valmis maksamaan sushiannoksesta? niin mikä olisi mielestäsi sopiva hinta?

- 5€ - 7€
- 8€ - 10€
- 11€ - 13€
- 14€ - 16€



11. Sen sijaan että kävisit ravintolassa, kuinka muuten haluaisit ostaa sushia?

- Puhelintilaus
- Internet tilaus
- Kaupasta

12. Mikä olisi mielestänne paras sijainti sushiravintolalle?

Taulumäki

Päiviönsaari

Muu, mikä.....

Kiitos vastauksestanne.

APPENDIX 3**Interview questions**

1. Age:
2. How would you describe your interest in enjoying fresh seafood (shrimp, fish, octopus...)?
3. How would you describe your interest in enjoying sushi?
4. How often do you visit a restaurant?
5. How much would you be willing to pay for a portion of sushi?
6. What would be the best location for a sushi bar in Varkaus and could you explain why that place is chosen?